3 DISCUSSION AND RECOMMENDATIONS

3.1 STUDY APPROACH AND METHODOLOGY

3.1.1 Requirements and Workcenter Familiarization. Immediately after standup in July 2002, the Most Efficient Organization (MEO) Team submitted a Request for Information (RFI) for the following data necessary to better understand the existing "as is" environment under study: (1) historical Temporary Duty (TDY) data, (2) historical training data, (3) historical civilian overtime data, (4) current equipment lists, (5) current vehicle lists, (6) current days and hours of operation, (7) Unit Manpower Document (UMD), (8) current assigned strength, (9) current organization charts, (10) current position descriptions, (11) process analysis information from any previous (non-competitive sourcing) efforts, (12) current Host Tenant Support Agreements (HTSA) and Inter-Service Support Agreements (ISSA), (13) a list of current contracts for functions under study regardless of whether the services would be offered as government-furnished, and (14) a list of other contracts the functions under study may interface with. In addition to requesting the aforementioned data, and prior to release of the draft Performance Requirements Document (PRD) in November 2002, the MEO Team conducted workcenter interviews to familiarize themselves with the organizations under study, to include their mission, organization structure, customer base, responsibilities, job duties, workload, facilities, equipment, tools, use of support contractors, and primary publications. To supplement these interviews, to the extent they were available, the MEO Team also reviewed and analyzed the Air Force Manpower Standard (AFMS) Process Oriented Descriptions (POD) to better understand the current organization work processes. The requested data, interviews, and POD reviews provided the MEO Team with a full understanding of the "as is" environment and permitted completion of Part 2 of this Management Plan.

3.1.2 Operational Audit. Functional staffing, which includes determining full-time equivalents (FTE), skill levels, and job series was determined by the performance of an Operational Audit (OA) for most functions. In some cases, such as workcenters requiring coverage regardless of workload (e.g. "24/7" or "16/7"), the OA would not provide adequate man-hours. In those cases the minimum manning equation described below was used to determine staffing.

Commencing with the draft PRD released in November 2002, followed by the formal Request for Proposal (RFP) and PRD in March 2003 and subsequent RFP/PRD amendments, the OA was used to measure the direct workload for each PRD workload requirement (indirect workload appearing in the PRD was not measured since it is captured and accounted for in the Standard Indirect Allowable Man-Hours (SIAM) described below in paragraph 3.1.4). Direct workload is that productive work directly relating to a workcenter producing the end products of the PRD requirements in direct support of the mission. The measured "as is" data (time per occurrence) was based on technical estimates provided by workcenter personnel and by MEO Team functional area experts and reflects the staffing necessary to perform the PRD direct workload requirements prior to any process improvements and organizational changes. Adjustments were then made to the measured "as is" data to reflect "to be" reduced times per occurrence, PRD direct workload reduction/elimination, or change in the man-hour

availability factor (MAF) associated with use of intermittent and flexible employees brought about by the process improvement initiatives described below.

The adequacy of the OA results is tied directly to the accuracy of the PRD workload and, toward that end, based on the Requirements and Workcenter Familiarization efforts described above and the functional expertise of the MEO Team, several hundred RFIs were submitted identifying incorrect, missing, and ambiguous PRD workload estimates.

3.1.3 Minimum Manning. As indicated above, some workcenters did not lend themselves to an OA. This was primarily the case in workcenters with 24/7 or similar coverage, necessary to meet mission critical response times regardless of the actual workload. In these instances, a minimum manpower equation was used to determine baseline manpower requirements. A minimum manpower equation converts required days per week, hours per day, and FTE totals per shift into monthly man-hours, which are then divided by the MAF. For each of these workcenters, the use of overtime and on-call personnel was evaluated as an alternative to full-time staffing. As with the workcenters using OA, consolidation, multi-skilling, and cross-utilization were also considered.

3.1.4 Standard Indirect Allowable Man-hours (SIAM). After completion of both the "as is" and "to be" OA discussed above, which measured direct workload, the MEO team measured indirect workload in order to fully and accurately account for all work performed. Indirect work defines productive work that must be done, but that does not directly relate to producing an end product, and unlike direct work, it does not directly support the mission. The AFMS 00AA, "Standard Indirect Description (SID)" was used as a guide to derive the SIAM. This AFMS provides a SID and standardized indirect task times. Because the MEO will be an all-civilian workforce, the SIDs related to military personnel, as well as those SIDs not related to the functions under study was eliminated. The SIAM takes into consideration that fewer indirect man-hours would be required in an all-civilian workforce.

Measured man-hours, in both the "as is" and "to be" OA data, were then mapped to the current ("as is") and new ("to be") functional elements where the work was being and will be performed. The total monthly man-hours (combined direct and indirect) for each element were then divided by a MAF of 148 hours, Office of Management and Budget (OMB) directed man-hours per year, divided by 12 months (1776/12) to derive the direct fractional manpower for each element. Exceptions to use of the MAF of 148 were those "to be" instances where intermittent and flexible employees would be utilized in which case the OMB directed factor of 167.25 was used.

Examples of indirect tasks include answering phones, filing, workspace clean-up, equipment maintenance, inventories, meetings, and supervision (these examples are not intended to be all-inclusive, only to give a general example of the types of tasks considered indirect). The SIAM accounts for daily as well as sporadic tasks. Sporadic indirect tasks are those that occur irregularly and may take a considerable length of time to complete: the annual appraisal cycle and conducting inventories are examples. This serves the same purpose as workload leveling. That is, we staff to a workload average, ignoring the daily or weekly fluctuations and temporary spikes that naturally occur.

In determining the SIAMs, one typical administrative type and one typical maintenance type workcenter were analyzed from the current ("as is") and new ("to be") organization.

The resulting SIAM factors (the difference in rates are attributed to closer and more direct supervision, equipment that must be maintained, and increased clean-up time for maintenance-type workcenters) were then weighted to derive a single weighted SIAM factor which was then applied to the respective OA data to derive the recommended staffing for the "as is" environment without any process improvement and to the "to be" organization to reflect incorporation of process improvements and organizational changes into the MEO.

3.1.5 Final FTE Determination. The results of the OA, SIAM, and minimum manning addressed in paragraphs 3.1.2, 3.1.3, and 3.1.4 are set forth in Attachment 7, *Operational Audit (OA) Summary*. Based on these FTE recommendations, and given the need to staff centralized administrative positions in a number of the workcenters and account for quality assurance personnel for a number of the larger MEO subcontracts, adjustments were made and final FTEs were determined as set forth in Attachment 8, *Final FTE Determination*. In addition, a modified SIAM (supervisory duties only) was calculated to determine the fractional manpower equivalent associated with alignment of the MEO under the 81st TRW Vice Commander (CV).

3.1.6 Process Failures, Modes, and Effects Analysis (pFMEA). Using the in-depth understanding of the "as is" environment gained through the Requirements and Workcenter Familiarization described above, the functional expertise of the MEO Team, and the requirements of the RFP/PRD, the MEO Team performed an extensive Process Failures, Modes, and Effects Analysis (pFMEA) to identify and analyze critical problems that existed in the "as is" environment and to brainstorm solutions for the MEO. The pFMEA model, which served as a "spring board" for the Process Improvement Initiatives described below, is a widely known and recognized process improvement tool employed by the manufacturing sector, primarily the automotive industry in its QS-9000 initiative. The method, however, is versatile and has gained considerable acceptance in service and non-manufacturing sectors.

During workshops, a cross-functional team of MEO personnel familiar with the functional areas and associated problems analyzed each key PWS process against the following dimensions:

- **Failure Mode** – Also referred to as the root cause of the problem effect.
- **Effect** – The impact on the customer (internal or external) if the problem escapes detection or preventive methods.
- **Occurrence (O)** – On a scale of 1 (rarely) to 10 (frequently), how often does the failure occur? For purposes of this pFMEA, the MEO Team used the following rating system (based upon statistical benchmarks used in industry):
    - Very High (9, 10): Process failure occurs once every two or three times
    - High (7, 8): Process failure occurs once every eight to 20 times
    - Moderate (4, 5, 6): Process failure occurs once every 80 to 2,000 times
    - Low (2, 3): Process failure occurs once every 15,000 to 150,000 times
    - Minor (1): Process failure occurs less than once every 1,500,000 times

- **Severity (S)** – On a scale of 1 (least) to 10 (most), how severe is the effect on the customer? For purposes of this pFMEA, the MEO Team used the following rating system:
  - Very High (9, 10): Customer is at serious health, safety, or regulatory compliance risk
  - High (7, 8): High degree of customer dissatisfaction
  - Moderate (4, 5, 6): Customer is uncomfortable or annoyed
  - Low (2, 3): Customer is slightly annoyed
  - Minor (1): Customer probably won't notice
- **Detectability (D) -** On a scale of 1 (least) to 10 (most), how readily is the failure detected and resolved prior to leaving the functional area? For purposes of this pFMEA, the MEO Team used the following rating system:
  - Non-Detection (9, 10): No controls in place
  - Low (7, 8): Existing controls probably won't detect the failure
  - Moderate (4, 5, 6): Existing controls may detect the failure
  - High (2, 3): Existing controls have a good chance of detecting the failure
  - Very High (1): Existing controls always detect the failure

Next, the MEO Team analyzed each failure in terms of relative significance. The Risk Priority Number (RPN) is the product of O, S, and D. The RPN will, as a result, lie between 1 and 1,000, with the higher values signifying a greater degree of severity. The MEO Team, per industry guidelines, did not attempt to set a baseline score for RPN severity. Rather, the MEO Team utilized the "golf score" concept, in that the lower the RPN, the better. In addition, failure modes with high "S" scores were also scrutinized closely, regardless of their final RPN. Finally, with each failure mode assessment the MEO Team functional area experts proposed one or more process improvements. The results of the pFMEA served as a "path forward" by identifying feasible process improvements addressed under Process Improvement Initiatives below.

3.1.7 Process Improvement Initiatives. The MEO Team conducted a number of internal process improvement workshops with the overall goal of identifying and implementing improvement initiatives, to include the identification and incorporation of benchmarking (to identify potential areas for improvement and/or validate process improvement initiatives), that will result in efficient (cost) and effective (quality) performance. The workshop objectives were to qualify, quantify and document proposed improvements that will mitigate barriers generated from the pFMEA analysis described above using Take Action Matrices, Take Action Plans, and To-Be OA Worksheets.

The Take Action Matrix tool assisted the MEO Team in making appropriate decisions on which proposed improvements to pursue in eliminating or minimizing barriers. The matrix identifies the relationship between the failure mode (problem), its effect(s) and proposed improvement solutions. The matrix also identifies the methods necessary for implementing the proposed improvements. These methods were evaluated and rated by

scoring its "Effectiveness" and "Feasibility" using the scale: 1-None, 2-Slight, 3-Moderate, 4-Very, 5-Extreme. The proposed improvements with the highest overall method scores (Effectiveness X Feasibility) indicated a highly probable solution to the barrier for further evaluation using the Take Action Plan.

The Take Action Plan tool used by the MEO Team ensures successful implementation of proposed improvements. It documents accountability (What, How, Who, and When), identifies resources needed, and communicates to all MEO Team members what proposed improvements will be implemented to minimize improvement duplication. Actual testing of the resulting proposed improvements wasn't feasible, however, the MEO Team documented how the proposed improvement could be tested and evaluated. The Take Action Plan, by its very nature, also provides essential information for transition planning.

Once proposed improvements were documented using the Take Action Matrix and Take Action Plan, the resource savings (i.e., decreased time per occurrence, decrease or elimination of workload, etc.) were documented using To-Be Operational Audit Worksheets, modified versions of the "as is" OA data described above. Using these worksheets, the MEO Team documented the impact of proposed improvements against the "as is" measured direct staffing to aid in determining final direct FTE requirements.

As part of these process improvement initiatives, the current organization was analyzed extensively to determine whether it still served its purpose and more importantly, whether it was structured to allow for continuous change and improvement to meet the requirements of the RFP/PRD. Perceived redundancies and inefficiencies in the current organization were surfaced as part of the aforementioned workshops and to the maximum extent possible, eliminated in the development of the MEO. This included the elimination of multiple layers of supervision (i.e., increasing span of control), consistent with National Performance Review initiatives, and a greater reliance on work (or team) leaders.

3.1.8 Contracts. The "as is" environment relies extensively on contractor support (e.g., non-personal services, construction, Architect-Engineering, etc.) to meet mission requirements. With very few exceptions, these contracted services were not offered up as government-furnished requiring the MEO to perform them in-house or utilize MEO subcontracts. The MEO Team decided early in the process that unless there was a compelling reason not to utilize and cost an existing contract (such as grounds maintenance) it would continue to utilize the contractor support identified in the RFP Section J Attachment 7, Transition Plan (i.e., MEO subcontracts) as part of its strategy given that they are (1) a major force multiplier, (2) are commercial in nature, and (3) price fairness and reasonableness has already been determined through competition or some other form of price and/or cost analysis. The MEO Team analyzed all of the aforementioned existing contracts to ensure performance requirements, quality, and pricing were consistent with the requirements of the RFP/PRD. In addition, and separate from the OA, SIAM, and minimum manning described above, the MEO Team recognized and accounted for the quality assurance responsibilities/evaluators inherent in the use of these contracts. These MEO subcontracts are discussed under each OSC below and are set forth in Attachment 9C, *MEO Subcontract Transition Activities*.

3.1.9 Summary. The MEO, as reflected in this Management Plan, current through Amendment 17 of the RFP, is the result of many changes, both organizational and procedural. In order to successfully implement these changes, paradigms must shift. Some processes will move to other workcenters where they can be handled more efficiently. As expected, the major changes took place in the most resource intensive areas. Since labor is by far the largest portion of an MEO's cost, much effort was focused on reducing manpower requirements, in part through cross-utilization of personnel but more importantly, through building a multi-skilled MEO workforce capable of providing greater flexibility in meeting the requirements of the PRD, both of which, were applicable, are discussed at the new OSC level below. Processes considered "broken" were also heavily examined as discussed under pFMEA and Process Improvement Initiatives.

Because of the improvements made by the MEO Team, the total overall reduction of 270 appropriated positions will allow Keesler AFB to accomplish its mission more effectively, both in terms of cost and performance.

3.2 MOST EFFICIENT ORGANIZATION

3.2.1 Base Operations Support (BO)

3.2.1.1 Barriers to Efficient/Effective Operations in the Current Organization. Currently, the individual units under study have their own administrative staff for handling safety, vehicle control, training, Functional Systems Administrator (FSA), Work Group Manager (WGM), and security manager duties, etc. This is necessary duplication under the current organization, but it is too manpower-intensive for the MEO.

3.2.1.2 Proposed Improvements. The MEO will combine the above listed functions under Base Operations Support (BO). By centralizing these duties, not only does the MEO benefit from economies of scale, they also allow the sharing of resources between organizations based on varying workload levels and the focus by subordinate workcenters on the production effort.

With specific regard to the computer operations, the MEO will combine Personnel and Supply Functional Systems Administrator (FSA) responsibilities, all MEO system operation and maintenance and WGM responsibilities, and all MEO Automated Data Processing Equipment (ADPE) accountability within Base Operations (BO), giving the MEO a broader range of knowledge, allowing more effective accomplishment of the mission with less manpower, and providing the MEO Director and quality representative with immediate access to critical management information systems.

Control of the other programs (safety, training, etc.) by the Chief, Base Operations Support (BO) (also referred to as the MEO Director) will ensure consistency across organizations and will provide for combined reporting to residual organizations, including higher-level (headquarters) offices responsible for those programs at Major Command (MAJCOM) and/or Air Force level.

3.2.1.3 Mission Statement. Provide professional, comprehensive, and diversified services through Base Development, Operations, Weather Services, and Resource Management in support of 81st TRW and its associated units.

3.2.1.4 Responsibilities

- Provide day-to-day management of the MEO
  - Supervisory and management oversight
  - Administration
  - Quality Control
  - Safety
  - Vehicle Control
  - Budget
  - Innovative Development through Employee Awareness (IDEA) Program
  - Training
  - Security
  - Facility Management
  - Computer operations (FSA, WGM, etc.)
- Provide interface between MEO and residual organization
- Provide tracking of mission changes (to include all PRD changes) that affect the MEO's technical approach, staffing, or cost

3.2.1.5 Organization Chart. See Attachment 5, *MEO Organization Chart*.

3.2.1.6 Concept of Operations

3.2.1.6.1 Normal Operations. The MEO Director has overall responsibility for managing and directing the operations of the entire MEO and reports directly to the 81st Training Wing (TRW) Vice Commander.

As the primary conduit between the MEO and Vice Commander, the MEO Director will ensure MEO questions and concerns are relayed to the commander and that the commander's mission philosophy is echoed to the MEO employees and incorporated into the MEO's operations.

As the Quality Control point of contact (POC) for the MEO, the MEO Director, with the assistance of a quality assurance specialist, will ensure mission accomplishment and customer satisfaction by tracking and interpreting metrics and implementing a continuous improvement program. Additionally, the MEO Director will field customer complaints that cannot be resolved at lower levels. See Attachment 10, *Quality Control Plan*.

In addition to centralized control of the various functions listed above in paragraph 3.2.1.4, the MEO Director will provide direct supervision of, and work direction to, first-line MEO supervisors. This includes continuous monitoring of workflow and mission success and taking corrective actions as required to ensure the MEO continues to meet or exceed the performance requirements, and by ensuring all mandatory publications, directives, etc. are adhered to by the MEO. The MEO director will also provide supervision and oversight for the areas that fall directly under Base Operations Support (BO).

The Administrative area with Base Operations Support (BO) will include day-to-day administrative support consisting of, but not limited to, scheduling, computer operations, briefing preparation, time management, visitor reception, records management, mail delivery, IDEA program management, special event support, etc.

Because MEO personnel are exposed to a large variety of hazardous situations (machinery, equipment, and chemicals), Base Operations Support (BO) will manage the Safety Program. MEO workers are involved in numerous planning, maintenance, repair, and construction activities, as well as handling all types of supplies and materials. As a result, they have the potential to significantly contribute to the reduction of Air Force mishaps experienced by the base. Safe management of the workforce, inclusion of safety features (most economical during the identification, planning, or design phases), and the correction of facility and ground hazards are instrumental to the success of the safety program. The safety manager will control the MEO safety program to ensure all safety, equipment, and training requirements are met and all regulations are adhered to per the safety and health guidelines of Occupational Safety and Health Administration (OSHA) and will, in concert with the readiness position in Operations (BOO), facilitate MEO participation in mishap safety investigations and reporting. Supervisors will conduct frequent inspections of job sites, work methods, and materials and equipment used. Any unsafe equipment or material will be tagged and rendered inoperative or physically removed from its place of operation. Additionally, supervisors will permit only qualified personnel to operate equipment or machinery according to safe work practices. Monthly safety meetings will be used to stress the importance of employee safety and allow for employee feedback and discussion about workplace safety.

Protecting information is critical to mission accomplishment. The goal is to efficiently and effectively protect Air Force information by delegating authority to the lowest levels possible, encouraging and advocating use of risk management principles; focusing on identifying and protecting only that information that requires protection; integrating security procedures into business processes so they become transparent; and ensuring everyone understands their security roles and responsibilities. The MEO Director and Security Manager will develop a Security Program for the MEO. The Security Manager and an alternate will administer the unit's security programs (information, personnel, and industrial), ensure security managers receive required training, and then execute those programs to comply with Air Force policy. Additionally, the security manager will manage MEO clearances, the Visitor Group Security Agreement, Pass and Identification, security awareness, and physical security for the areas controlled by the MEO.

The vehicle control officer (VCO) will serve as the focal point for all government vehicle matters within the MEO. The primary responsibility of the VCO is to control unit vehicles and obtain transportation services to enable the MEO to meet mission requirements. Additionally, the VCO will defend unit vehicle requirements, justify requests for additional vehicle requirements, and comply with vehicle rotation policies. The VCO will also ensure proper operator care, inspections, and maintenance is performed; visible identification is on all government provided vehicles; licensing (local and state) and federal safety requirements are met; and that malfunctioning vehicles are reported to vehicle maintenance and are made available for repair and servicing. With

specific regard to the repair and maintenance of vehicles, the 81st Transportation Squadron will provide the following services in support of, and at no cost to, the MEO:

- Scheduled Maintenance. Some maintenance actions will be scheduled in advance based on miles, hours of operation, or calendar time. The 81st Transportation Squadron Maintenance Control will coordinate scheduled maintenance with the MEO VCO.
- Unscheduled Maintenance. The MEO VCO will ensure that any motor vehicle malfunction is reported to the maintenance customer service section in a timely manner.
- Minor Maintenance Road Side Assistance. During normal duty hours, roadside service for most disabled vehicles can be provided. Vehicle dispatch or the on-call transportation representative will be contacted after duty hours.

In addition, the MEO VCO will:

- Ensure operator maintenance is performed and vehicle malfunctions are reported to vehicle maintenance.
- Maintain Operator Inspection Guide and Trouble Report IAW AFMAN 37-139, Records Disposition Schedule.
- Take appropriate measures to prevent misuse, abuse, and damage to Air Force motor vehicles.
- Conduct and document monthly vehicle safety orientation and education briefings.
- Conduct and document monthly inspections to ensure assigned vehicles are serviceable and clean. The appropriate operator's inspection guide and trouble report will be used when performing these inspections.
- Ensure unit vehicles are kept clean and waxed when required and/or in accordance with local directives.

Collectively, these actions will contribute to the goal of maintaining vehicles in a "safe and serviceable" condition; thereby, meeting or exceeding USAF Vehicle In-Commission (VIC) rate standards. The MEO will work through the 81st Transportation Squadron to replace vehicles, when it is no longer economical to maintain them.

The MEO will participate in and support the IDEA Program. The MEO Director's secretary will determine unit evaluators, ensure ideas are evaluated, benefits are determined, and if applicable, manpower savings are documented. The Secretary (IDEA Program Unit POC) will also track implementation of ideas, prepare management reports for organizational oversight, advise supervisors and evaluators of program updates and changes, and provide representation for the Base IDEA awards committee.

The MEO Training Manager will manage the employee training program by determining eligibility, scheduling, and documenting training completion for all formal and ancillary type training needed by MEO personnel. This training includes, but is not limited to, annual safety training, physical security, controlled area entry, key control, alarm system testing, and fire extinguisher training.

The MEO will participate in the facility management program and maintain facilities in a professional, safe, functional, and clean manner that will effectively utilize the square footage of each facility provided. Base Operations Support (BO) will appoint a building custodian for those facilities that the MEO primarily occupies.

Under the MEO, Personnel and Supply FSA responsibilities, together with MEO system operation and maintenance, WGM and ADPE accountability have been combined, giving more depth, a broader range of knowledge and allowing for effective accomplishment of the mission with less manpower. The lead computer assistant will perform the system administrator duties and will manage the MEO computer systems and MEO ADPE. Additionally, the Computer Section will:

- Issue and control user IDs and password for MEO systems and will establish operating schedules and maintain standards established by Air Force directives to control and operate ADPE.
- Load software and troubleshoot software/hardware problems and administrator the Military and Civilian Personnel Data System (PDS), Personnel Concept III (PC-III), and Discover data retrieval systems.
- Process and retrieve products, provide technical support to include system security, user account management, printer and peripheral management, user access and connectivity, and implement new software releases.
- Perform system back-up
- Provide informational, informal, and formal computer related training.
- Process queries, schedule automated products, perform transaction register and database analysis, and correct reported software problems.
- Process potential hardware, software, and procedural enhancements and perform Computer Security (COMPUSEC) tasks and Defense Joint Military Pay System (DJMS) transactions.
- Maintain the PC-III equipment accounts and will operate Standard Air Force Information Systems related to supply services and will maintain and process required transactions and reports for Standard Base Supply System (SBSS), Air Force Equipment Management System (AFEMS), Contingency Processing System (CPS), Mission Capability (MICAP) Asset Sourcing System (MASS), Mobility Inventory Control and Accounting System (MICAS), Fuels Automated System (FAS), Fuels Automated Systems-Enterprise (FAS-E), Air Force Environmental Management Information System (EMIS), Defense Fuels Automated Management Systems (DFAMS), Automated Data Collection/Fuel Dispensing System (ADC/FDS), Combat Ammunition System-Base (CAS-B), Combat Ammunition System-Deployable (CAS-D), Civil Engineering Material Acquisition System (CEMAS), Supply Asset Tracking System (SATS), Automated Civil Engineering System (ACES), and Interim Work Information Management System (IWIMS).
- Approve/disapprove AF Forms 2011, *Base Supply Special Work Request* and monitor the accuracy and completeness of products and reports.

- Review the Fail Safe Listing, Data Management Utility (DMU) Database Verify Listing, and DMU Set Verify Listing and correct any errors.
- Check the Remote Processing Station (RPS)/RJETS-II teleprinter output printouts daily to ensure the following are properly and successfully completed: initialization, requisition date changes, re-leveling, reject and management notices, inline/end-of-day restarts, end-of-night processing, and recoveries.
- Ensure the computer support required to accomplish the supply mission is scheduled.
- Oversee all database recoveries and ensure computer runs are set up properly and operators receive advance documentation about new software before it is loaded.
- Review the Supply Interface System (SIFS) Inbound Residue Listing for any actions taken to resolve any unprocessed images still in the SIFS residue file.
- Ensure documentation and reports are completed prior to distribution and all auditable documents output from the RPS are controlled.

An integral responsibility of this office is tracking changes in requirements that affect the MEO's approach, staffing, or costs, and ensuring the MEO is given additional assets commensurate with those changes. Inherent in this is the reporting of those changes, and the added costs, to the Post-MEO review authority. The MEO Director will be intimately familiar with the requirements of the PRD, thus enabling him to understand when required work is outside the scope of what the MEO is staffed to support. This information will be relayed, through the MEO chain of command, to the lowest levels of the organization, thus allowing workers at all levels to support the new requirement and then to report the man-hours and other resources required to support it.

3.2.1.6.2 Surge/Disaster Operations. During surge or disaster support, normal operations will cease. The MEO Director, who will be the primary MEO representative on the Crisis Action Team (CAT), and the Quality Assurance Specialist are the only personnel in this office considered essential; thus, all other personnel will be available to support the readiness requirements. After the all-clear notice, these personnel will remain available to aid in bringing facilities back on-line and to support other programs as required. Disaster preparation and recovery will be the top priority.

The MEO Director's role during surge will primarily be to coordinate the MEO's support of base requirements and to ensure continuity of essential operations as described elsewhere in this Management Plan.

3.2.1.7 Hours of Operation. Base Operations Support (BO) will operate on a compressed work schedule (CWS) -- during the standard week: Monday through Thursday, excluding Federal Holidays, from 7:00 AM to 4:45 PM and on Fridays, from 7:00 AM to 3:45 PM; and during the compressed week: Monday through Thursday, excluding Federal Holidays, from 7:00 AM to 4:45 PM, with the Friday off being commensurate with the Base's CWS schedule. During actual disasters, Base Operations Support (BO) personnel will work as needed, the costs for which are subject to separate negotiations as set forth in the PRD.

GS/FWS-Series-Grade	Classification/Duty Title	Standard Week of Monday-Thursday 7:00 AM – 4:45 PM and every other Friday of the CWS 7:00 AM – 3:45 PM (excludes Federal Holidays)
GS-1101-14	Base Operations Officer/Director MEO	1
GS-2102-05	Transportation Assistant	1
GS-1702-07	Training Technician	1
GS-1910-09	Quality Assurance Specialist	1
GS-301-09	Personnel Systems Specialist	1
GS-335-07	Computer Assistant	5
GS-335-09	Computer Assistant	1
GS-318-06	Secretary (Office Automation)	1

3.2.1.8 Personnel Analysis. Base Operations Support (BO) will be staffed as set forth in Attachment 6, *MEO Personnel Analysis*. Staffing, consisting of the MEO Director, transportation assistant (MEO Vehicle Control Officer) who will also be the MEO Safety Manager, training technician who will also be the MEO Security Manager, quality assurance representative, computer systems technicians, and a secretary, was earned in part through the OA and SIAM discussed in paragraphs 3.1.2 and 3.1.4 as summarized in Attachment 7, *Operational Audit (OA) Summary* and through the allocation of SIAM earned by subordinate workcenters, as discussed in paragraph 3.1.5 and as set forth in Attachment 8, *Final FTE Determination*. A staffing mix analysis was performed to identify the amount of overtime, if any, required for each section by General Schedule and/or Federal Wage System Series Number. For Base Operations (BO), however, there were no identified overtime requirements nor are there any personnel-related special or premium pay costs. No travel is required or anticipated and thus none was costed for Base Operations (BO).

3.2.1.9 Utilization of Subcontracts. No subcontracts will be required to support this workcenter.

3.2.1.10 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, Special Tools and Equipment). Equipment required to support this office will be realigned from within the government-furnished property (GFP) provided to other MEO functions. This consists mainly of office furniture and ADPE.

3.2.1.11 Utilization of Vehicles. The MEO Director and staff will be assigned two of the government-furnished vehicles for performance of their duties.

3.2.1.12 Utilization of Facilities. The MEO Director and staff will operate from Building 4705 which is considered efficient to effectively perform their duties.

3.2.1.13 Utilization of Technology. Current technology is sufficient to support MEO operations. Particularly in regards to the computer support function, technology will be continually assessed to determine if changes would be beneficial.

3.2.1.14 MEO Furnished Equipment, Materials, Supplies, and Vehicles. The MEO has accounted for and costed equipment, materials and supplies which include, but are not limited to, badges for MEO members, cell phones, and administrative supplies.

3.2.1.15 Workload Analysis. As this workcenter is in large part an overhead function, the workload, for the most part, is based solely on the fact that subordinate operations exist. Thus, reasonable fluctuations in MEO requirements will have no bearing on the resource requirements of this office, and the consolidation of all FSA, WGM, and ADPE accountability will provide for greater efficiency in responding to workload changes associated with operating and maintaining management information and desktop systems.

3.2.2 Base Development (BOB)

3.2.2.1 Barriers to Efficient/Effective Operations in the Current Organization. Under the current Objective Squadron structure, engineers are spread across multiple workcenters requiring duplicate supervision and resources. In theory, the current structure was designed, in part, to be more efficient, but in reality workcenters are parochial (and thus "stove piped") with respect to resources and as such this has led to increased inefficiencies within the current organization.

3.2.2.2 Proposed Improvements. Integration of the existing Operations Flight's Maintenance Engineering Element, Engineering Flight's Base Development Element, and Resources Flight's Real Property Management Element into a single workcenter.

3.2.2.3 Mission Statement. Provide rapid responsive planning, programming, infrastructure program management, inspection, and space and real property management for construction projects, service contracts, and community planning studies to ensure facility and infrastructure support for mission accomplishment.

3.2.2.4 Responsibilities

- Comprehensive community planning
- Project programming
- Space and real property management
- Infrastructure program management
- Construction management

3.2.2.5 Organization Chart. See Attachment 5, *MEO Organization Chart*.

3.2.2.6 Concept of Operations

3.2.2.6.1 Normal Operations. Base Development (BOB) will utilize planners, programmers, inspectors, contract monitors, and realty specialists to provide cradle to grave technical development and construction surveillance of operations and maintenance projects by contract and Simplified Acquisition of Base Engineering Requirements (SABER). Base Development (BOB) will also track and manage all base facility space utilization requirements and real property records in Automated Civil Engineer System

(ACES) and will provide oversight for service contracts to ensure contract compliance and follow-on acquisition.

Base Development (BOB) will receive, as part of the Work Order Review Board (WORB) further described under Operations (BOO) in section 3.2.4, all work orders requiring contract support which will in turn be assigned a project number and will be handed to the planners/programmers for further scoping and cost development and coordinated through the realty specialists to ensure proper space utilization. The project will either be executed by Base Development (BOB), primarily via the MEO SABER subcontract (or other MEO indefinite-delivery subcontracts such as replacement and repair of roofing; installation of screen walls, fences, and enclosures; removal, disposal, preparation, and/or installation of flooring; repair and replacement of pavements and utilities; and protective coatings) or will be sent to Design Management (BOBD) for design or design and construction.

Construction management of facility projects, to include those out of Design Management (BOBD) by formal contract or through SABER, will be performed by both engineers within Design Management (BOBD) and construction inspectors in Base Development (BOB) through final acceptance and completion of warranty. This includes the maintenance, storing, and forwarding of all project documents, including folders, as well as providing, coordinating, submitting project amendments and clarifications as required. Contract monitors in Base Development (BOB) will be responsible for inspection, oversight, and follow-on acquisition planning for all other fixed-price and indefinite-delivery contracts used to support the facility project requirements as well as operation and maintenance contracts in support of Operations (BOO), which are all identified under Utilization of Subcontracts.

Base Development (BOB) planners and programmers will perform short, mid, and long-term planning, programming, project documentation, and community planning, such as, airfield lighting, painting program, POL upgrade plan, carpet, cross-connection, corrosion control and roofing systems. In addition, they will work closely and regularly with Operations (BOO) management and craftsmen and in concert with the WORB, to manage the civil, mechanical, electrical, and general infrastructure programs through inventory maintenance, assessments to include reviews of the condition of infrastructure components, defects, efficiency, potential life-span, costs to operate, potential load increases, and potential for failure; developing program activities through the evaluation of infrastructure systems by components and type and then as an entire system, and developing program activities through Recurring Work Program (RWP), Direct Scheduled Work (DSW), and planned work orders by in-house performance or through engineered projects; balancing and setting priorities through mission requirements and objective technical criteria; and then development of long-range plans based on the results of the inventories, assessments, development and prioritization efforts to include monitoring and support/advocacy (e.g., Facilities Board meetings) of the resulting schedules, plans and programs. In addition to providing guidance and assistance to customers in the development and submittal of programming documents and base requirements, they will also coordinate, analyze, and prepare reports on off base actions affecting mission and real property of other related activities to include attendance of meetings where related items are discussed. They will also manage and update the Air

Installation Compatible Use Zone as well as the airfield and airspace waiver request packages and annual submittal. The development, maintenance and updating of the Facility Investment Metric program will also be accomplished within BOB.

Base Development (BOB) programmers and realty specialists will assess the use of existing real property assets and determines if the use is appropriate, adequate, and efficient. They will propose resourceful space solutions for new missions and existing missions with new requirements, as well as for unique or one-time requirements, such as those occasioned by construction projects, natural disasters, or temporary surges. They will deliver "cradle to grave" management, oversight, and utilization of space, provide accurate data on all facets of space use and requirements to numerous and varied customers, and utilize Computer Aided Design and Drafting (CADD) and Geographical Information System (GIS) technologies to perform the space management process.

The realty specialists will assess existing facility usage/assets, validate occupant space needs, while the programmers assess and validate space requirements for new/changed missions and determine necessary space allocation. Together they will develop and present space utilization plans to the Facility Board (FB).

The realty specialists will be responsible for the review of Base Support Agreements to verify the accuracy of the assigned facilities and provide inputs to the office of primary responsibility if necessary.

Together with the programmers, they will:

- Validate proposals, develop concepts and initiate long-lead actions for submission to the Space Utilization Panel (SUP).
- Determine customer requirements and coordinate paperwork.
- Provide notification to the supporting activities, such as; communication, engineering, and operations to initiate space reallocation actions.
- Coordinate facility preparation, monitors associated supporting activities, and complete records activities.
- Convey conceptual plans, as approved by the SUP and the FB, accurately and completely, to supporting service areas.
- Render appropriate advice and assistance to affected units to facilitate all aspects of the relocation.
- Accomplish final notification, service arrangements, and records updates using the Automated Civil Engineer System (ACES) or AF mandated systems.
- Provide necessary information to other service areas (primarily Engineering Services and Operations and Maintenance) relevant to facility preparation.
- Track all actions and resolve problems.
- Coordinate with affected organizations to arrange for services needed. These coordination activities may include, but are not limited to, furnishings purchasing guidance; transportation of furniture or equipment to the new space; coordination of connections for phone or computer services; installation of pre-wired workstations.

- Provide accurate occupancy and related information to Resource Management upon completion of projects and ensure real property records contain current and accurate data.

3.2.2.6.2 Surge/Disaster Operations. A man-made or natural disaster will have the MEO ceasing all but real time emergency response and recovery actions (e.g., damage assessments, coordinating pre and post recovery with MEO subcontractors, etc.). Disaster preparation and recovery will take top priority during both man-made and natural disasters. Damage assessment support will be provided to Emergency Management of all exercises and disasters. The Chief, Base Development (BOB) will serve as the MEO Director's alternate on the CAT.

3.2.2.7 Hours of Operation. Base Development (BOB) personnel will operate on a CWS, excluding Federal Holidays, of Monday through Thursday from 7:00 AM to 4:45 PM and Fridays, from 7:00 AM to 3:45 PM during the standard week, and Monday through Thursday from 7:00 AM to 4:45 PM for the compressed week with the Friday off being commensurate with the Base's CWS schedule. Work outside these normal hours of operation will be on an on-call basis, arranged through the MEO's 24/7 Energy Management Control System (EMCS) operations in Operations (BOO) who will maintain the MEO's call-back/recall roster. During actual disasters, Base Development (BOB) personnel will work as needed, the costs for which are subject to separate negotiations as set forth in Section 2.4 of the PRD. The following table depicts Base Development (BOB) staffing for normal hours of operation.

GS/FWS-Series-Grade	**Classification/Duty Title**	**Standard Week of Monday-Thursday 7:00 AM – 4:45 PM and every other Friday of the CWS 7:00 AM – 3:45 PM (excludes Federal Holidays)**
GS-0801-13	Supervisory General Engineer/Chief Base Development Flight	1
GS-0318-05	Secretary (Office Automation)	1
GS-0808/0810/ 0830/0850-12	Supervisory Interdisciplinary Engineer/Chief Programming Element	1
GS-0808/0810/ 0830/0850-11	Interdisciplinary Engineer	3
GS-0326-04	Office Automation Clerk	1
GS-0809-10	Lead Construction Inspector	1
GS-0809-09	Construction Inspector	3
GS-0809-09	Lead Construction Representative	1

GS/FWS-Series-Grade	Classification/Duty Title	Standard Week of Monday-Thursday 7:00 AM – 4:45 PM and every other Friday of the CWS 7:00 AM – 3:45 PM (excludes Federal Holidays)
GS-0809-08	Construction Representative/Contract Monitor	3
GS-0809-07	Construction Inspector/Contract Monitor	2
GS-0802-09	Engineering Technician	1
GS-1170-11	Realty Specialist	1
GS-1170-09	Realty Specialist/Space Management	1

3.2.2.8 Personnel Analysis. Base Development (BOB) will be staffed as set forth in Attachment 6, *MEO Personnel Analysis*. Staffing, consisting of engineers, construction inspectors, construction representatives, an engineering technician, realty specialists, and secretarial and office automation clerks was based on the OA and SIAM discussed under paragraphs 3.1.2 and 3.1.4 and summarized in Attachment 7, *Operational Audit (OA) Summary*, with final FTE determinations as set forth in paragraph 3.1.5 and in Attachment 8, *Final FTE Determination*. A staffing mix analysis was performed to identify the amount of overtime, if any, required for each section. This analysis identified all overtime hours by General Schedule and/or Federal Wage System Series Number. All identified overtime costs have been included in WinCompare. Other than overtime pay, which has been accounted for and costed, there is no other special or premium pay associated with Base Development (BOB). Travel has been costed to provide for annual conference/update training.

3.2.2.9 Utilization of Subcontracts. Base Development (BOB) will require and manage the following MEO subcontracts, as a force multiplier in support of facility projects and operation and maintenance responsibilities, through extension of existing contracts until such time as transition activities can be completed and follow-on acquisitions can be competed. The existing contracts have been reviewed and analyzed to ensure the current requirements are consistent with the requirements of the PRD:

- Maintenance and repair of passenger, freight and service elevators and escalators
- Maintenance and repair of base ice machines, dispensers, roll around coolers, and refrigerators
- Maintenance and repair of hospital ice machines, dispensers, roll around coolers, and refrigerators; preventive maintenance and repair
- Maintenance, repair, inspection and certification of hoists and cranes

- Cleaning of kitchen hoods, ducts, and exhaust fans
- Maintenance and repair of hospital pneumatic tubes
- Cleaning of grease traps
- Maintenance and repair of appliances
- Maintenance and repair of medical gas piping system
- Cleaning of dryer vents
- Provide and maintain washers and dryers
- Rental and service of portable latrines
- Scheduled tests, inspections, maintenance and repair of fire suppression systems
- SABER
- Replacement and repair of roofing
- Installation and replacement of screen walls, fences, and enclosures
- Removal, disposal, preparation, and/or installation of flooring
- Repair and replacement of pavements and utilities
- Protective coatings
- Testing of hi-reach aerial trucks, rubber gloves, rubber sleeves, exterior hot sticks, and rubber blankets

3.2.2.10 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, Special Tools and Equipment). Government-furnished EAID consisting primarily of shop equipment, non-EAID consisting primarily of office furnishings, ADPE consisting primarily of desktop computers, monitors, and printers, and common hand tools, special tools and equipment primarily consisting of "tools of the trade" appear sufficient to efficiently and effectively meet the requirements of Base Development (BOB). During the joint inventory, any property identified as unsuitable for its intended purpose will be identified for government repair and any property in excess of the collective MEO needs will be identified and turned in for disposition.

3.2.2.11 Utilization of Vehicles. Government-furnished vehicles are sufficient for Base Development (BOB) operations.

3.2.2.12 Utilization of Facilities. Base Development (BOB) will operate from Building 4705. This government-furnished facility is sufficient to efficiently and effectively meet the requirements of Base Development (BOB).

3.2.2.13 Utilization of Technology. The ACES and IWIMS are and will continue to be the primary management information system utilized by Base Development (BOB). Construction inspectors will be provided with personal data assistants (PDA) to permit the immediate recording of all site visit issues.

3.2.2.14 MEO Furnished Equipment, Materials, Supplies, and Vehicles. The MEO has accounted for and costed equipment, materials, and supplies which include, but are not

limited to, cell phones, administrative supplies, palm pilots, one copier, hard hats, and safety glasses.

3.2.2.15 Workload Analysis. As indicated under Personnel Analysis in paragraph 3.2.2.8 above, Base Development (BOB) staffing was based on the PRD workload through the use of an OA and SIAM. To the extent the historical workload is reasonably reflective of the future, Base Development (BOB), through the use of in-house personnel and the aforementioned MEO subcontracts as a major force multiplier should be well equipped to respond to the needs of the 81st TRW and its associate units. The consolidation of all engineering and drafting expertise within Base Development (BOB) (which includes the Design Management (BOBD) workcenter), provides the necessary flexibility to meet all day-to-day and surge requirements more efficiently and effectively. Further, construction inspectors and contract monitors may be cross-utilized should workload associated with facility construction projects and operation and maintenance service contracts increase.

3.2.3 Design Management (BOBD)

3.2.3.1 Barriers to Efficient/Effective Operations in the Current Organization. Under the current Objective Squadron structure, engineers are spread across multiple workcenters requiring duplicate supervision and resources. In theory, the current structure was designed in part to be more efficient but in reality, workcenters are parochial (and thus "stove piped") with respect to resources and as such this has led to increased inefficiencies within the current organization.

3.2.3.2 Proposed Improvements. Consolidate all design development, drafting and as-built records maintenance, energy and environmental management, GeoBase database management, and meter reading into a single workcenter.

3.2.3.3 Mission Statement. Provide effective and efficient comprehensive design, environmental and energy management, drafting and as-built records maintenance in support of mission accomplishment.

3.2.3.4 Responsibilities

- Project design and construction management consultation
- Engineering support and energy management
- Environmental management
- Drafting and as-built records management

3.2.3.5 Organization Chart. See Attachment 5, *MEO Organization Chart*.

3.2.3.6 Concept of Operations

3.2.3.6.1 Normal Operations

Project Design and Construction Management Consultation. Once the Chief, Base Development (BOB) has determined that an engineering project arising out of the WORB must be designed or designed and constructed (ref. Operations (BOO)), the Chief, Design Management (BOBD) will determine whether the project will be designed by in-house personnel or via an MEO subcontract for Architect & Engineering (A&E) support services based on resource availability and time constraints. Regardless of design

approach, the Chief, Design Management (BOBD) will assign the design project to a staff engineer who will serve as the Project Manager for that project up until the associated and resultant construction contract is funded and awarded and construction management responsibility is transferred back to Base Development (BOB), and even then, the design project manager will continue to provide construction management consultations to construction management personnel (e.g., material approval submittals, construction changes, etc.). Design Management (BOBD) engineers will be responsible for ensuring that all project designs, in-house or via A&E, are based on and reviewed for constructability, maintainability, and reliability.

Engineering Support and Energy Management. Staff engineers, in addition to providing design management and construction management consultations, will provide architectural, mechanical, electrical, and environmental engineering expertise, technical assistance, surveys, analyses, feasibility studies, and reviews to all base organizations. In addition, staff engineers will ensure that energy/utility reduction goals and energy policy are complied with by managing the energy management program such as Base Demand Side Management and Energy Savings Performance Contracts including baseline measurement and verification services for monitoring and validating the program performance. The senior mechanical engineer will manage and maintain a corrosion control program for potable water and natural gas distribution systems to include assessment, implementation, inspection maintenance, and repair of cathodic protection and coating practices.

Environmental Management. Staff engineers and technicians will perform a broad range of environmental services including compliance requirements, pollution prevention initiatives, and management of natural and cultural resources activities (excluding the Installation Restoration Program, which is not under study). Compliance personnel, (consisting of Physical Scientist and Environmental Protection Specialist) will provide training to installation personnel on environmental programs and issues, and work with Unit Environmental Coordinators (UEC). Compliance personnel will also conduct onsite inspections to identify and correct environmental compliance shortcomings, lack of resources, uncontrolled pollution releases and undesirable trends causing or leading to non-compliance. During weekly and monthly site inspections, reports, logs, and manifests from pollution generating activities will be reviewed. The compliance office will assist the UECs in managing hazardous material storage, hazardous waste storage sites, and turn-ins. Also, the compliance office will assist UEC's with all air and water quality requirements in accordance with state and federal regulations including certification required by environmental regulations. The compliance manager will conduct internal ECAMPs using the trained UECs and coordinate with AETC for the externals. This office will also prepare, update and submit all environmental permit applications. Pollution prevention (P-2) personnel will use the established EMIS database to monitor and track hazardous material usage and to research less hazardous material to be used in waste generated processes. P-2 personnel will maintain all plans on an annual basis and develop pollution prevention goals, including test market substitution and process changes. They will also manage pollution prevention initiatives through identifying new and alternative processes, reuse of existing materials, and recycling of generated pollutants. The natural and cultural resource (NCR) personnel, using the integrated natural resource management plan (INRMP), will maintain and

update changes to the wetlands, endangered species and critical habitats, and historical facilities. They will also manage the Environmental Planning and Community Right-to-Know Act program. Working with engineers in BOBD, NCR will review all projects that could endanger Keesler AFB resources, and shall prepare, review, and maintain environmental assessments, baseline surveys, and AF Forms 813. This office will also conduct base celebrations of Earth and Arbor Day annually. The Environmental Management Office will coordinate on and off base operational instruction, plans, procedures and other guidance and provide comments to BOBD for distribution to the appropriate agency. This office will identify, interpret, and communicate environmental impacts on mission accomplishment to Keesler AFB leadership. This office will also review, validate, and coordinate on all Memorandum of Agreement, work requirements, (including service and construction contracts), newly proposed and updated environmental regulations, and prepare base award and recognition packages for environmental management. They will also maintain reports, correspondence, update data files in the Interim Work Information Management System (IWIMS), Automated Civil Engineering System (ACES), and other AF mandated and Environmental data systems. The Environmental Office will identify, request, and justify levels of environmental funding requirements to insure proper funding. This office will respond and cleanup waste releases according to the Installation Readiness/Operational, Environmental Plans and with in the realm of the Resource Conservation and Recovery Act. They will staff to meet emergency response 24 hours, 7 days a week.

Drafting and As-Built Record Management. Engineering assistants will support staff engineers by performing both design and non-design drafting, by maintaining as-built drawings, by providing surveying support, by maintaining and expanding the GeoBase database, and by reading water, gas, and electric meters each month in support of the energy management program. Engineering assistants will provide hard and electronic copies of project documents to base organizations and HQ. They will also validate that all metered facilities are accurately read and meter data correctly recorded monthly as well as ensuring that all meters are kept in good operating order, report defective meters, and verify that meters are correctly calibrated and maintain the calibration log. They will also establish a means of estimating energy consumption during meter disruption.

3.2.3.6.2 Surge/Disaster Operations. A man-made or natural disaster will have the MEO ceasing all but real time emergency response and recovery actions (e.g., environmental spill team management, damage assessments to include repair designs and technical review of recovery efforts, surveying and drafting support, etc.). Disaster preparation and recovery will take top priority during both man-made and natural disasters.

3.2.3.7 Hours of Operation. Design Management (BOBD) personnel will operate on a CWS, excluding Federal Holidays, of Monday through Thursday from 7:00 AM to 4:45 PM and Fridays, from 7:00 AM to 3:45 PM during the standard week, and Monday through Thursday from 7:00 AM to 4:45 PM for the compressed week with the Friday off being commensurate with the Base's CWS schedule. Work outside these normal hours of operation will be on an on-call basis, arranged through the MEO's 24/7 EMCS operations in Operations (BOO) who will maintain the MEO's call-back/recall roster. During actual disasters, Design Management (BOBD) personnel will work as needed, the costs for which are subject to separate negotiations as set forth in Section 2.4 of the PRD. The

following table depicts Design Management (BOBD) staffing for normal hours of operation.

GS/FWS-Series-Grade	Classification/Duty Title	Standard Week of Monday-Thursday 7:00 AM – 4:45 PM and every other Friday of the CWS 7:00 AM – 3:45 PM (excludes Federal Holidays)
GS-0808/0810/ 0819/0830/0850-12	Supervisory Interdisciplinary Engineer/Chief, Design Element	1
GS-0808-12	Architect	1
GS-0810-12	Civil Engineer	1
GS-0830-12	Mechanical Engineer	1
GS-0850-12	Electrical Engineer	1
GS-0401-12	Biological Scientist (Environmental)	1
GS-1301-11	Physical Scientist (Environmental)	1
GS-0808/0810/ 0830/0850-11	Interdisciplinary Engineer	5
GS-0028-09	Environmental Protection Specialist/Environmental Technician	2
GS-0802-09	Engineering Technician	4

3.2.3.8 Personnel Analysis. Design Management (BOBD) will be staffed as set forth in Attachment 6, *MEO Personnel Analysis*. Staffing, consisting of engineers, scientists, and technicians was based on the OA and SIAM discussed under paragraphs 3.1.2 and 3.1.4 and summarized in Attachment 7, *Operational Audit (OA) Summary*, with final FTE determinations as set forth in paragraph 3.1.5 and in Attachment 8, *Final FTE Determination*. A staffing mix analysis was performed to identify the amount of overtime, if any, required for each section. This analysis identified all overtime hours by General Schedule and/or Federal Wage System Series Number. All identified overtime costs have been included in WinCompare. There is no other special or premium pay associated with Design Management (BOBD). Travel has been costed to provide for hazardous material training and certification (i.e., HAZWOPER, lead, and asbestos) as well as for annual conference/update training.

3.2.3.9 Utilization of Subcontracts. Design Management (BOBD) will utilize A&E MEO subcontracts to augment the in-house workforce to fulfill design development requirements. In addition, Design Management (BOBD) will utilize, and likewise be responsible for, MEO subcontracts to provide household hazardous waste collection and

asbestos and lead abatement services. These MEO subcontracts will be through extension of existing contracts until such time as transition activities can be completed and follow-on acquisitions can be competed. The existing contracts have been reviewed and analyzed to ensure the current requirements are consistent with the requirements of the PRD.

With respect to the execution of construction contracts resulting from design efforts under $100,000, Design Management (BOBD), working with the 81st Contracting Squadron, will utilize to the maximum extent possible MEO subcontracts managed by Base Development (BOB) for SABER as well as subcontracts for replacement and repair of roofing; installation of screen walls, fences, and enclosures; removal, disposal, preparation, and/or installation of flooring; repair and replacement of pavements and utilities; and protective coatings or other contracts. For contracts in excess of $100,000 that cannot be fulfilled under the scope of the aforementioned contracts, Design Management (BOBD) will initiate formal contract action through the 81st Contracting Squadron. As indicated under the concept of operations, once a construction contract (or task order) is executed, construction management responsibilities will transfer back to Base Development (BOB) though, Design Management (BOBD) engineers will provide construction management consultations as required.

3.2.3.10 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, Special Tools and Equipment). Government-furnished EAID consisting primarily of shop equipment, non-EAID consisting primarily of office furnishings, ADPE consisting primarily of desktop computers, monitors, and printers, and common hand tools, special tools and equipment primarily consisting of "tools of the trade" appear sufficient to efficiently and effectively meet the requirements of Design Management (BOBD). During the joint inventory, any property identified as unsuitable for its intended purpose will be identified for government repair and any property in excess of the collective MEO needs will be identified and turned in for disposition.

3.2.3.11 Utilization of Vehicles. The Government-furnished vehicles are sufficient for Design Management (BOBD) operations.

3.2.3.12 Utilization of Facilities. Design Management (BOBD) will continue to operate from Building 4705. This government-furnished facility is sufficient to efficiently and effectively meet the requirements of Design Management (BOBD).

3.2.3.13 Utilization of Technology. ACES is and will continue to be, the primary management information system utilized by Design Management (BOBD). In addition, Design Management (BOBD) will be responsible for maintaining and making more effective use of geospatial information technology in GeoBase in order to provide the MEO and 81st TRW Commander with an effective situational awareness and decision tool (i.e., access and visibility to mission data, crisis and routine situations, contingency planning, etc.) and to provide a common installation picture (i.e., one base – one map). Finally, inasmuch as Computer Aided Design and Drafting (CADD) software was not government-furnished (i.e., PRD Section 15-1, Paragraph 15.1.1 states that the service provider shall provide and use CADD), Design Management (BOBD) has planned for the acquisition and use of "Architectural Desktop" by Autodesk Corp, which is the same CADD software used by the design section of the current organization.

3.2.3.14 MEO Furnished Equipment, Materials, Supplies, and Vehicles. The MEO has accounted for and costed equipment, materials, and supplies, which include, but are not limited to, a cell phone, administrative supplies, architectural software, and plotter paper.

3.2.3.15 Workload Analysis. As indicated under Personnel Analysis in paragraph 3.2.3.8 above, Design Management (BOBD) staffing was based on the PRD workload through the use of an OA and SIAM. To the extent the historical workload is reasonably reflective of the future, Base Development (BOB) through the use of in-house personnel and the aforementioned MEO subcontracts as a major force multiplier, should be well equipped to respond to the needs of the 81st TRW and its associate units.

3.2.4 Operations (BOO)

3.2.4.1 Barriers to Efficient/Effective Operations in the Current Organization. The current Operations Flight, part of the Civil Engineering Objective Squadron, was formed as the Air Force's answer to a management study conducted by the Office of the Secretary Defense (OSD) in 1990. The current Operations Flight realignment of manpower, skills, training, and responsibilities was configured to achieve efficiencies and customer satisfaction standards inherent in a service organization, but in reality, workcenters became parochial (and thus "stove piped") with respect to resources and as such this led to increased inefficiencies. Multi-skilling of personnel (i.e., craftsman have journeyman skills in two or more trades), a key aspect to efficiency, primarily took place in the military workforce (much of which was made up of apprentice-level personnel) who were often pulled away to perform duties not totally related to the production effort. Multi-crafting (i.e., one journeyman specialist assists another journeyman specialist in a separate technical field or a journeyman specialist uses rudimentary skills in a separate technical skill), the intent of which was to create teams of skilled craftsmen with the purpose of quickly completing work assignments, was only as good as having a sufficient number of skilled journeymen in a given workcenter (e.g., Heating, Ventilation, and Air Conditioning (HVAC)); however, there were often times an insufficient number of skilled craftsman in a given workcenter based on the current work requirements and there was not sufficient sharing of resources because of the aforementioned parochial approach to staffing and resources.

3.2.4.2 Proposed Improvements. Engineering responsibilities to include infrastructure program management, project reviews, non-design drafting, service and utility contract management, and energy management programs will be aligned under Base Development (BOB) to provide a one-stop shop for all engineering expertise. Fuels Management (BORSO) will perform liquid fuels maintenance and repair. HVAC, structural, and utilities operations, maintenance, and repair will be realigned by function, providing workcenter supervisors, who will report to the Facilities Planning Maintenance Coordinator (FPMC), a larger pool of skilled craftsmen to efficiently meet the demands of RWP, DSWs, and planned work orders, and operations. Eliminate the zonal concept, which in part has led to the parochial nature of the existing operations and provide all 81st TRW and associate unit customers a single entry-point for all work requirements. To the maximum extent possible, civilian craftsmen will be multi-skilled and will utilize helpers to assist with the simpler more routine duties of the trade. Eliminate or reduce excessive layers of supervision to the maximum extent possible. Centralize EMCS operators and work controllers, allowing EMCS operators to assist in receiving and processing

customers' work requirements. Eliminate the Readiness Flight and establish a single position within Operations (BOO) to serve as the office of primary responsibility (OPR) for disaster preparedness planning and training and support that position with a Disaster Preparedness Support Team (DPST) staffed from MEO personnel (as reflected in Attachment 6, *MEO Personnel Analysis*) for exercises and man-made/natural disasters support. Continue to utilize EMCS as the 24/7 point of contact for all after-hour support. Continue to use MEO subcontracts as a force multiplier in meeting maintenance and repair responsibilities.

3.2.4.3 Mission Statement. Provide efficient and effective control of engineering facility maintenance, repair, construction, utility operations, logistics, and emergency management in support of all buildings/facilities and annexes, to include all medical facilities and the runway for the 81st TRW and its associate units.

3.2.4.4 Responsibilities

- EMCS operations
- Work request/order control
- Disaster preparedness
- Facility management

3.2.4.5 Organization Chart. See Attachment 5, *MEO Organization Chart*.

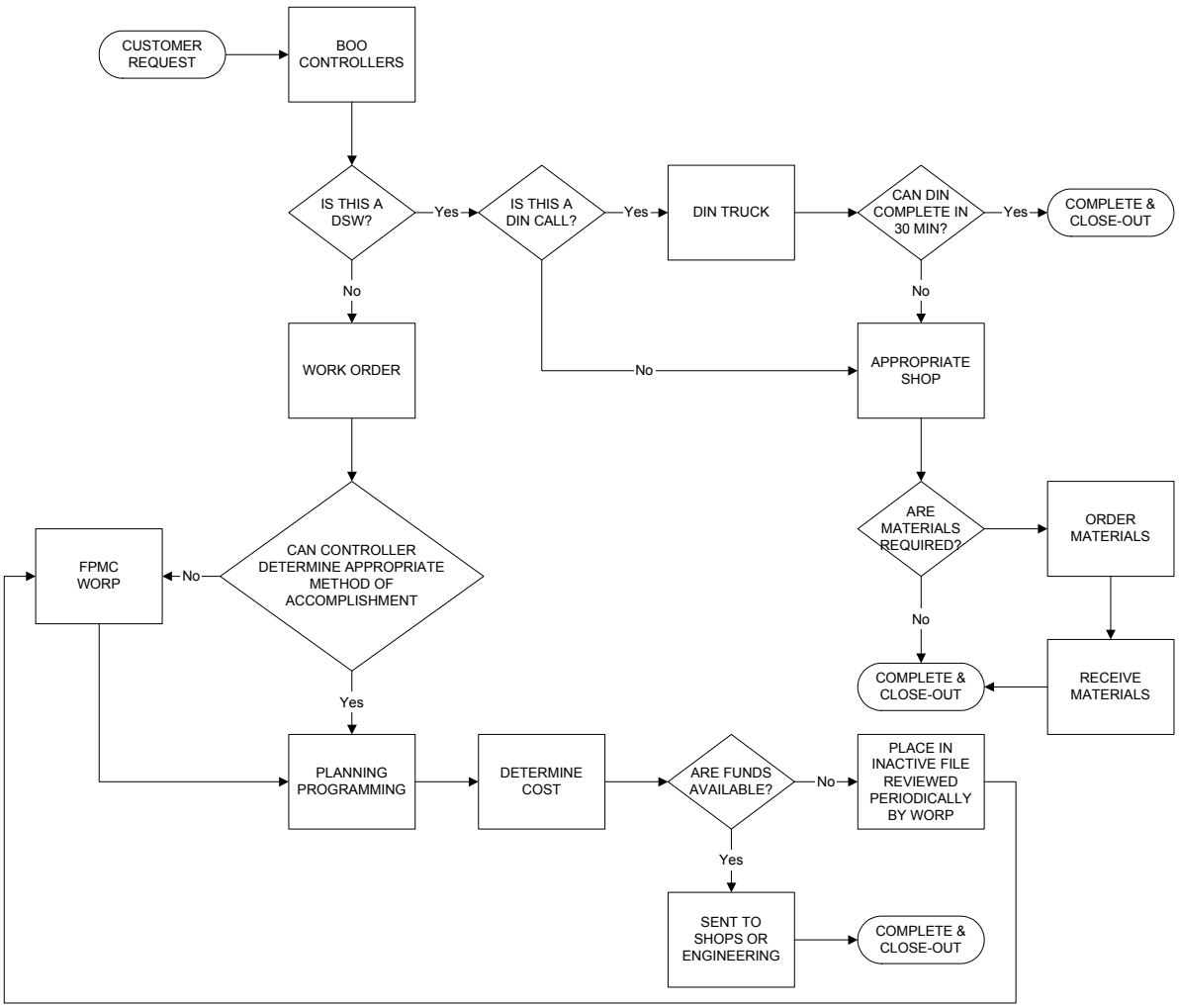
3.2.4.6 Concept of Operations

3.2.4.6.1 Normal Operations. Operations' (BOO) subordinate workcenters, Exterior Maintenance (BOOE), HVAC Maintenance (BOOH), Structural Maintenance (BOOS), and Utilities (BOOU) will be directly responsible for the maintenance, repair, minor construction, demolition and operation of all buildings/facilities and annexes to include all medical facilities and the runway. Special attention will be given to high-use facilities. Material Control (BOOM), in concert with the aforementioned workcenter planners and/or supervisors, will be directly responsible for ensuring materials are on hand for all requirements to include self-help programs for Facility Managers and Military Family Housing (MFH) occupants. The Chief, Operations (BOO) and staff, supported by a supervisory FPMC, will be directly responsible for 24/7 EMCS operations to include the monitoring of the Hospital steam plants after normal hours of operation and serving as the MEO's after hours POC for any call-back requirements to include functioning as the Unit Control Center (UCC) during exercises and man-made or natural disasters until the formal UCC can be stood up. The readiness program specialist will participate in and attend meetings as a Harrison County Local Emergency Planning Commission member. This individual will also conduct Disaster Preparedness (DP) Staff Assistance Visits (SAV) to base organizations and perform logistics functions required to maintain BOS/EM specialized response equipment. Also, the readiness program specialist will provide DP training. Post emergency response, recovery, neutralization, clean-up and disposition of HAZMAT will be coordinated by this individual as will MEO participation in mishap safety investigations and reporting. BOO will develop innovative programs to ensure cost effective expenditures of resources. BOO will also develop budgets for maintenance plans and develop and utilize short and long range PM

programs. Work management controllers will serve as the single entry point for all real property work requests and, with the assistance of the collocated EMCS operators, will receive, process, and track all customer work requests for maintenance, repair, and construction to real property. Under the authority of the Chief, Operations (BOO), controllers will, through subordinate workcenter supervisors, will coordinate support for special events, such as VIP visits, Keesler Open House, etc., dispatch craftsmen for emergency and urgent DSW work requests and will account for and update all work request related data in IWIMS, ACES, and/or other Air Force mandated systems.

The FPMC, in consultation with subordinate workcenter supervisors and the Chief, Base Development (BOB), is responsible for the final determination of whether a work request is within the capabilities of a particular workcenter. The FPMC's involvement in the work order process includes the review and evaluation of work requests, management of work orders, and tracking of work orders to ensure they are completed on time and within budget. The FPMC will evaluate customers' work requests before sending them to the WORB when a request affects base infrastructure programs. The WORB and ultimately the Facilities Board (FB), consistent with the Keesler Work Order Allocation Program (KWOAP) and resource availability, will make the final determination with respect to how the work order will be completed (i.e., a planned work order using in-house personnel or an engineered project by contract). If an engineered project, an AF Form 332, *BCE Work Request,* will be sent to Base Development (BOB). If an in-house project, the work order will be assigned to an in-house planner in one of the subordinate workcenters and the planner will in turn determine how best to accomplish the work, prepare the necessary sketches and work description (with assistance from Design Management (BOBD) if necessary), prepare the bill of materials and forward it to Material Control (BOOM), and establish and maintain the project work folder. The subordinate workcenter supervisor(s), in concert with Operations (BOO), will then complete the in-house project. The following graphically illustrates the work request process flow.

Work Request Process Flow



Facility managers continue to be an integral force multiplier in the fulfillment of real property maintenance and repair. To the extent that work requests are minor and can be fulfilled via self-help, the FPMC may direct facility managers to do so. The FPMC will be responsible for the 81st TRW's Facility Manager Program and will, immediately upon stand up of the MEO, rewrite the current facility manager's handbook to reflect the significant changes between the current and new organization. The FPMC, with the assistance of work management controllers, will be responsible for providing facility manager training no less often than once a year. Additionally, the FPMC, in concert with subordinate workcenter supervisors, is responsible for ensuring that periodic facility reviews and annual RWP assessments are completed and, with respect to RWP, ensuring the Chief, Base Development (BOB) is advised of any issues affecting the infrastructure program management. As part of the DSW, planned work order, and RWP program, subordinate workcenter personnel will routinely be in the buildings and facilities, especially high use facilities, and will be responsible for noting issues requiring work and to the extent a problem needs immediate attention, repairing it on the spot.

The current emergency management operations consist of eight authorizations under study who are responsible for providing contingency support services, preparing the 81st

TRW to mitigate the effects of incidents caused by man-made or natural disasters, and includes planning, organizing, training, equipping, responding, and command and control to ensure mission continuation and force survivability. However, the PRD workload for planning, training, exercises, shelter management, and real-world response and recovery does not support similar staffing. Instead, emergency management planning and training will be accomplished by a single position within Operations (BOO) but will be supported by augmentees comprising a DPST responsible for assisting in all disaster preparedness obligations with specific attention to exercise and real-world man-made and natural disaster support. The single disaster preparedness position will be responsible for training the DPST such that they can operate fully in the absence or during vacancy of the disaster preparedness position and will also be responsible for rewriting 81 TRW Plan 702, *Base Civil Engineer Contingency Response Plan,* to more accurately reflect the roles and responsibilities and organizational alignment of the MEO. The Chief, Operations (BOO) with the assistance of the disaster preparedness position will be responsible for identifying requirements, budgeting, obtaining, storing and maintaining specialized response equipment. DPST members are identified in Attachment 6, *MEO Personnel Analysis*.

3.2.4.6.2 Surge/Disaster Operations. At the installation level, the disaster response organization is the disaster response force (DRF). The DRF is made up of the disaster control group (DRG); the base command post and all its sub-elements such as the CAT and survival recovery center (SRC); UCC; and specialized teams such as spill management teams, damage assessment teams, shelter management teams (SMT), fire response teams (not under study), and contamination control teams. As indicated above under the Concept of Operations in paragraph 3.2.4.6, the readiness position in Operations (BOO) will be supported by a DPST to assist in disaster preparedness planning, training, exercise and evaluation, management of the shelter program, emergency management response, and emergency management recovery. In addition, Operations (BOO) will be the principle source for staffing specialized teams such as spill management, damage assessment teams, shelter management, and contamination control. Damage assessment teams will also include engineers from Base Development (BOB) and Design Management (BOBD) and inspectors from Housing/Dormitory Management (BORH). Actual appointments to these response teams will be shortly after MEO stand-up but prior to incremental assumption of responsibilities so MEO management can assess the current emergency management knowledge, skills, abilities, and training of the new workforce. The Chief, Operations (BOO) will serve as the primary Disaster Control Group (DCG) representative with the FPMC being the alternate. Likewise, the FPMC will serve as the UCC Director with a controller serving as alternate. EMCS operators will serve as the UCC after normal hours of operation until it can formally be stood-up after recall of personnel. Essentially, the MEO will continue to follow the concept of operations set forth in 81 TRW Plan 702, *Base Civil Engineer Contingency Response Plan*, with modification to reflect the current organization changes and responsibilities, and 81 TRW Plan 10-2, *Full Spectrum Threat Response (FSTR) Plan*.

3.2.4.7 Hours of Operation. With the exception of EMCS operators who will work a 24/7 schedule, Operations (BOO) personnel will operate on a CWS, excluding Federal Holidays, of Monday through Thursday from 7:00 AM to 4:45 PM and Fridays, from 7:00 AM to 3:45 PM during the standard week, and Monday through Thursday from 7:00

AM to 4:45 PM for the compressed week with the Friday off being commensurate with the Base's CWS schedule. Work outside the normal hours of operation will be on an on-call basis, arranged through the MEO's 24/7 EMCS operations who will maintain the MEO's call-back/recall roster. During actual disasters, Operations (BOO) personnel will work as needed, the costs for which are subject to separate negotiations as set forth in Section 2.4 of the PRD. The following table depicts Operations (BOO) staffing for normal hours of operation.

GS/FWS-Series-Grade	Classification/Duty Title	Standard Week of Monday-Thursday 7:00 AM – 4:45 PM and every other Friday of the CWS 7:00 AM – 3:45 PM (excludes Federal Holidays)	Shift 1 8:00AM – 4:00PM	Shift 2 4:00PM – 12:00AM	Shift 3 12:00AM – 8:00AM
WS-4749-16	Maintenance Mechanic Supervisor/Chief Operations Flight	1			
GS-0318-04	Secretary (Office Automation)	1			
GS-0301-11	Readiness Program Specialist	1			
WS-4749-13	Maintenance Mechanic Supervisor	1			
WG-5406-10	Utility Systems Operator		1	1	1
GS-1603-07	Equipment, Facilities, and Services Assistant	4			

3.2.4.8 Personnel Analysis. Operations (BOO) will be staffed as set forth in Attachment 6, *MEO Personnel Analysis*. The table in 3.2.4.7 above reflects the number of FTE per shift, and not necessarily the total FTE required to staff the workcenter. This is due to the use of a minimum manning equation to staff the EMCS requirement. EMCS requires one FTE per shift; however, per the minimum manning equation, it takes five FTE to meet

that shift requirement. Therefore, the table in 3.2.4.7 above reflects a total of 11 FTE, while Attachment 6, *MEO Personnel Analysis,* reflects a total of 13. In other words, it takes 13 FTE to satisfy the staffing requirements for BOO as shown in the table above. Staffing, consisting of maintenance mechanic supervisors (Chief, Operations (BOO) and FPMC), a secretary, a readiness program specialist, utility systems operators (EMCS), and equipment, facilities and services assistants (controllers) was based on the OA and SIAM discussed under paragraphs 3.1.2 and 3.1.4 and minimum manning (EMCS) discussed under paragraph 3.1.3 as summarized in Attachment 7, *Operational Audit (OA) Summary*, with final FTE determinations as set forth in paragraph 3.1.5 and in Attachment 8, *Final FTE Determination*. A staffing mix analysis was performed to identify the amount of overtime, if any, required for each section. This analysis identified all overtime hours by the General Schedule and/or Federal Wage System Series Number. All identified overtime costs have been included in WinCompare as have holiday pay, Sunday premium pay, and night differential pay. No travel is required or anticipated and thus none was costed for Operations (BOO).

3.2.4.9 Utilization of Subcontracts. Operations (BOO) will utilize a number of MEO subcontracts as a force multiplier in performing maintenance and repair responsibilities. These MEO subcontracts are set forth under the Base Development (BOB) discussion of subcontracts in paragraph 3.2.2.9, as they will manage all existing and follow-on contract actions for the MEO, and are further identified in the discussion of each subordinate workcenter below.

3.2.4.10 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, Special Tools and Equipment). Government-furnished EAID consisting primarily of shop equipment, non-EAID consisting primarily of office furnishings, ADPE consisting primarily of desktop computers, monitors, and printers, and common hand tools, special tools and equipment primarily consisting of "tools of the trade" appear sufficient to efficiently and effectively meet the requirements of Operations (BOO). The MEO assumes, given the PRD requirement to "operate and maintain the EMCS," that the necessary proprietary software is government-furnished given no specific requirement for the Service Provider to furnish same (unlike CADD software in which the Service Provider was required "to provide and use"). During the joint inventory, any property identified as unsuitable for its intended purpose will be identified for government repair and any property in excess of the collective MEO needs will be identified and turned in for disposition.

3.2.4.11 Utilization of Vehicles. Government-furnished vehicles are sufficient to meet the needs of Operations (BOO). In addition, the readiness position within Operations (BOO) will be responsible for maintaining and operating the mobile command post trailer.

3.2.4.12 Utilization of Facilities. The Chief, Operations (BOO), FPMC, and secretary will operate out of Building 4705 as will the MEO's UCC when stood-up. The EMCS operators and work management controllers will operate out of the current EMCS computer room in Building 4705 during normal duty hours and Bldg 0409 after duty hours. The readiness position will continue to operate from the east wing of Building 3902. These government-furnished facilities are sufficient to efficiently and effectively meet the requirements of Operations (BOO).

3.2.4.13 Utilization of Technology. IWIMS is, and will continue to be, the primary management information system utilized by Operations (BOO). In addition, the EMCS system is state of the art, permitting effective monitoring and control of critical systems.

3.2.4.14 MEO Furnished Equipment, Materials, Supplies, and Vehicles. The MEO has accounted for and costed equipment, materials, and supplies, which include, but are not limited to, cell phones, safety equipment, and administrative supplies.

3.2.4.15 Workload Analysis. The cross-utilization of EMCS operators to assist work management controllers during peaks in customer work requests will permit the more efficient and effective management of workload. However, an effective and proactive RWP program together with the identification, and where possible, immediate correction of work noted during any visit to a facility by subordinate workcenters should help control the number and severity of work requests as will an effective self-help program. Similarly, the use of a DPST to support the readiness position during operation tempo increases associated with preparation for and response to exercises and man-made or natural disasters is a more efficient mechanism to meet the readiness/disaster requirements and workload of the PRD.

3.2.5 Exterior Maintenance (BOOE)

3.2.5.1 Barriers to Efficient/Effective Operations in the Current Organization. The Operations (BOO) workforce supplements current Grounds Maintenance contractor for special events and Distinguished Visitor (DV) visits. Base clean-up takes precedence over normal day-to-day operations. Operations (BOO) has no direct control over grounds contractor performance. This leaves very little opportunity, for example, to cross utilize skills and equipment between the pavements and equipment section (currently performed in-house) and the grounds contractor.

3.2.5.2 Proposed Improvements. Bring grounds maintenance contract back in-house and use intermittent seasonal employees during the growing season (six months). This will be very advantageous in that intermittent employees can be sent home during times when work cannot be accomplished, e.g., rain, etc. We will cross-utilize skills and equipment between the pavements and equipment section and grounds maintenance. Equipment operators will be multi-skilled and capable of providing support when needed, e.g., use heavy equipment to assist in grounds projects, landscaping, and tree-trimming, etc.

3.2.5.3 Mission Statement. Provide maintenance and repair service for pavement and concrete infrastructures to include airfield pavements, streets, parking lots, gutters, drainage systems, signage, fences, and grounds. Provide service for pest management, landscaping, irrigation, vegetation management, and building demolition under $100,000. The site maintenance, grounds, and pest management programs promote a clean, neat, and professional appearance at Keesler AFB.

3.2.5.4 Responsibilities

- Provide service for all pavement infrastructure, parking lots, sidewalks, gutters, drainage systems, fencing, gates, signage, grounds, and coordinate with airfield management to provide uninhibited airfield operations on airfield pavements to include runways, overruns, taxiways, access roads, aircraft parking ramps, and aprons

- Provide integrated interior and exterior pest management services
- Provide landscaping, irrigation, vegetation management
- Provide building demolition services under $100,000
- Adhere to current Bird Aircraft Strike Hazard (BASH) prevention regulations and accomplish effective BASH prevention program

3.2.5.5 Organization Chart. See Attachment 5, *MEO Organization Chart*.

3.2.5.6 Concept of Operations

3.2.5.6.1 Normal Operations. Under the MEO, the pavements and equipment section will accomplish drainage, pavement, structural maintenance, and service as requested through DSW program, service call desk, and as identified through the RWP inspections and coordinate with airfield management to provide uninhibited airfield operations on airfield pavements to include runways, overruns, taxiways, access roads, aircraft parking ramps, and aprons. Sweeping airfield and base pavements will be accomplished through weekly schedules and as weather conditions permit. Exterior Maintenance (BOOE) will maintain all MEO grounds equipment and operate the solid waste reduction site.

Grounds maintenance will be brought back in house and accomplished in accordance with base guidelines. The grounds section will edge, trim around obstructions, maintain paths to piers, keep the perimeter fence clear of obstructions, aerate, water fertilize, restore, and maintain uniform appearance of base grounds. Camp Keller, base grounds, and site maintenance will be accomplished in accordance with workload requirements and comply with local, state, and federal directives. The MEO will manage a preventive maintenance program to ensure workload compliance, safety, and minimize equipment down time. To perform grounds maintenance, the base will be segregated into four zones, i.e., MFH and housing common areas, including unoccupied housing, airfield, student area, and the main base. Each zone will be completed on a rotating schedule. By doing this, travel time will be reduced and all required equipment will be in place. Grounds cutting/trimming will be coordinated with sweeper schedule to reduce the time for clean up. The grounds maintenance section will be assisted by the heavy equipment section to remove and replace large trees and shrubs, to expedite grounds with turf and landscaping projects, and to maintain a debris accumulation site when heavy equipment is required. Grounds taskings will be integrated back into the existing work order system (DSW, RWP, WO). Irrigation systems, playground areas, volleyball courts, ballfields, and planted and bedded areas will be maintained and groomed as required to meet base standards. Grounds will provide a heightened maintenance to Distinguished Visitor (DV) routes during designated DV visits.

Daily and seasonal pest control will be accomplished in accordance with workload requirements and be in compliance with applicable regulations. The entomology section will oversee the preparation, compliance, and record keeping for herbicides and the grounds maintenance section will treat as necessary, e.g., spot herbicide treatments will be performed during litter patrol. Integrated pest management, including feral animal control, insect control, mosquito fogging, BASH Program, and special insect treatments for special events, and treatment of housing units during change of occupancy will be accomplished through scheduled work request and as identified through RWP.

Maintenance and repair requested due to safety concerns will be identified, secured, and repaired in an urgent manner. Required reports will be filed accurately in a timely manner.

3.2.5.6.2 Surge/Disaster Operations. In a real world event, Exterior Maintenance (BOOE) will report and respond to the disaster control center for base preparation and recovery requirements. Disaster preparation and recovery to include barricade placement, will take top priority during both man-made and natural disasters.

3.2.5.7 Hours of Operation. The pavements and equipment and entomology full-time employees will work a CWS. The grounds maintenance, to include the equipment mechanics and seasonal employees will work a standard workweek. After-hours will be covered by stand-by on an as needed basis to meet the required response time. An on-call rotation schedule for stand-by personnel to cover nights and weekends will be established.

GS/FWS-Series-Grade	Classification/Duty Title	Standard Week of Monday-Thursday 7:00 AM – 4:45 PM and every other Friday of the CWS 7:00 AM – 3:45 PM (excludes Federal Holidays)	Standard Week of Monday-Friday 7:00 AM – 3:45 PM Seasonal Employees and Full-time Grounds Personnel (excludes Federal Holidays)
WS-4701-10	Roads & Grounds Supervisor	1	
WL-5725-11	Crane Operator (Engineering Equipment Operator) Leader	1	
WG-5716-10	Engineering Equipment Operator (Road Construction Worker)	4	
WG-5716-08	Engineering Equipment Operator (Sweeper Operator)	2	
WG-5003-04	Gardener (Motor Vehicle Operator)	4	3
WS-5003-09	Grounds Maintenance Supervisor		1
WG-5803-10	Heavy Mobile Equipment		1

GS/FWS-Series-Grade	Classification/Duty Title	Standard Week of Monday-Thursday 7:00 AM – 4:45 PM and every other Friday of the CWS 7:00 AM – 3:45 PM (excludes Federal Holidays)	Standard Week of Monday-Friday 7:00 AM – 3:45 PM Seasonal Employees and Full-time Grounds Personnel (excludes Federal Holidays)
	Mechanic		
WG-5803-05	Heavy Mobile Equipment Repairer		1
WL-5705-06	Tractor Operator Leader (Motor Vehicle Operator)		1
WG-5705-06	Tractor Operator (Motor Vehicle Operator)		4
WG-5003-04	Gardener (Motor Vehicle Operator) (intermittent)		8
WG-3502-02	Laborer (intermittent)		18
WG-5026-09	Pest Controller	4	
WG-5026-05	Pest Controller Helper	2	

3.2.5.8 Personnel Analysis. Exterior Maintenance (BOOE) will be staffed with a mixture of full-time and seasonal intermittent personnel as set forth in Attachment 6, *MEO Personnel Analysis*. Staffing was based on the OA and SIAM discussed under paragraphs 3.1.2 and 3.1.4 and summarized in Attachment 7, *Operational Audit (OA) Summary*, with final FTE determinations as set forth in paragraph 3.1.5 and in Attachment 8, *Final FTE Determination*. A MAF of 167.25 was applied to a percentage of the Grounds Maintenance taskings to derive the intermittent manning. Intermittent employees will perform the majority of the mowing and trimming duties. Due to the sporadic nature of mowing and trimming, use of intermittent employees is justified. A staffing mix analysis was performed to identify the amount of overtime, if any, required for each section. This analysis identified all overtime hours by General Schedule and/or Federal Wage System Series Number. All identified overtime costs have been included in WinCompare. There is no other special or premium pay associated with Exterior

Maintenance (BOOE). No travel is required or anticipated and thus none was costed for Exterior Maintenance (BOOE).

RWP is accomplished daily and the DSW and planned work orders are accomplished as scheduled. The airfield is swept daily from 7:00 AM – 11:00 AM and takes precedence over other requirements. The Entomology RWP is also accomplished daily. The MEO will have minimal training and an increase in continuity. Utilization of intermittent/seasonal employees, laborers, apprentice operators, and permanent sweeper operators will lower manpower cost and provide for career progression.

3.2.5.9 Utilization of Subcontracts. Exterior Maintenance (BOOE) will utilize the protective coating subcontract managed by Base Development (BOB).

3.2.5.10 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, Special Tools and Equipment). The Government Furnished Equipment (GFE) (Appendix 13FB, FC, FD) for other areas within Exterior Maintenance (BOOE), which consist of desktop computers, monitors, printers, office equipment, and furniture are sufficient to meet the needs of the MEO, however, bringing grounds maintenance back in-house will require the purchase and maintenance of grounds maintenance equipment. Hand tools and power tools are sufficient and will be replaced on an as needed basis. During the joint inventory, any property identified as unsuitable for its intended purpose will be identified for government repair and any property in excess of the collective MEO needs will be identified and turned in for disposition.

3.2.5.11 Utilization of Vehicles. Government furnished general and special purpose vehicles are sufficient for performance of Exterior Maintenance (BOOE) operations.

3.2.5.12 Utilization of Facilities. Currently, Site Maintenance is co-located in building 3903. Pavements and equipment has five small storage buildings for tools and supplies, and Entomology utilizes 3904 as a workshop and for chemical storage. Buildings 4010 and 4039 are, and will still be, under the control of the MEO. The pavements and equipment section will consolidate their tool rooms to a bay in 3903 and share the small buildings with the grounds maintenance section for storage. The service bay in building 3902 will be shared with the grounds maintenance section for MEO equipment maintenance.

3.2.5.13 Utilization of Technology. Current technology will meet the PRD requirements.

3.2.5.14 MEO Furnished Equipment, Materials, Supplies, and Vehicles. The MEO has accounted for and costed equipment, materials, and supplies which include, but are not limited to, safety equipment, administrative supplies, workshop equipment, tools, hoses, oils, filters, and spare parts for maintenance and repair of grounds equipment, tractors, sidewalk sweepers, mowers, fertilizers, sod, plants, herbicides, and pesticides, and rental equipment for specialized needs.

3.2.5.15 Workload Analysis. There are no major anticipated changes in the workload for this OSC. Scheduling will be reflective of budget and programming of major work orders and daily taskings. Grounds workload is seasonal and the greatest workload impact is during spring and summer when the intermittent seasonal employees are hired.

3.2.6 Heating Ventilating and Air Conditioning (HVAC) Maintenance (BOOH)

3.2.6.1 Barriers to Efficient/Effective Operations in the Current Organization. Under the current Objective Squadron structure, HVAC personnel are spread across multiple workcenters requiring duplicate supervision and resources. In theory, the current structure was designed in part to be more efficient, but in reality, workcenters are parochial with respect to resources and as such this has led to increased inefficiencies within the current organization. In addition, the current manning level and authorizations are supposedly based upon fully qualified personnel, however, better than 40% of the HVAC authorizations are at the apprentice level requiring extensive time and effort on the current workforce to bring them up to a fully productive level.

3.2.6.2 Proposed Improvements. All HVAC related operations, maintenance, and repair work, to include chiller and boiler operations, will be centralized in one workcenter composed of a fully qualified, multi-skilled and stable civilian workforce.

3.2.6.3 Mission Statement. Maintain base real property installed equipment at Keesler Air Force Base. Our goal is to provide prompt customer service, with a friendly, responsive, and flexible manner and provide a comfortable work environment in support of both flying and technical training missions assigned to Keesler.

3.2.6.4 Responsibilities

- DSW
- Planned work orders
- RWP, to include infrastructure component inventories and assessments
- Boiler Operations

3.2.6.5 Organization Chart. See Attachment 5, *MEO Organization Chart*.

3.2.6.6 Concept of Operations

3.2.6.6.1 Normal Operations. HVAC personnel are currently spread across multiple workcenters. Under the new concept of operations, all HVAC, chiller, and boiler operations, maintenance and repair will be centralized in one workcenter, HVAC Maintenance (BOOH), under a single supervisor and assistant supervisor. A work leader will provide instructions, assign tasks, and ensure work assignments are completed on time and support HVAC Maintenance (BOOH) "working" supervisors. HVAC Maintenance (BOOH) will be supported by a mechanical planner who will be responsible from cradle-to-grave for approved work orders (e.g., detailed planning and coordination, identification of required materials and equipment, creation of the bill-of-materials, funds availability determinations, required delivery date (RDD) entries in CEMAS, etc.) as well as for management of a compliant refrigeration program. In addition, electronics mechanics will be assigned to HVAC Maintenance (BOOH) and will be responsible for the installation, maintenance and repair of EMCS field equipment as well as updating and programming the EMCS software.

"Do-It-Now" (DIN) teams of multi-skilled HVAC personnel will respond to all DSW work with the goal of eliminating the condition(s) behind the call within 30 minutes. Any DSW (emergency, urgent, and routine) requiring more than 30 minutes will be

referred back to the workcenter supervisor who will in turn refer it to the proper personnel so the DIN Team may go on to the next repair call.

RWP, to include infrastructure component inventories and assessments, will be performed by a dedicated RWP Team comprised of multi-skilled HVAC personnel assisted by helpers for the simpler and routine aspects of the HVAC RWP program (e.g., filter replacement) who will work closely with the infrastructure program managers (engineers) in Base Development (BOB) to maximize the life expectancy of HVAC systems, minimize failures, and maximize operating effectiveness and reliability.

Boiler operations will be manned 24/7. Boiler operators will be multi-skilled in the sense they will be responsible for not only operations and maintenance but also repair.

Resources for planned work orders originating from the formal HVAC Plan or customer request will be accomplished through close coordination between Operations (BOO) and the Chief, HVAC Maintenance (BOOH). The Chief, HVAC Maintenance (BOOH) in concert with the assigned mechanical planner, will accomplish resource scheduling (e.g., personnel, materials, equipment, etc.) so that a balance is maintained between DSW, RWP, and planned work orders.

3.2.6.6.2 Surge/Disaster Operations. A real world event will have the MEO ceasing all but real time emergency response (e.g., freeze protection, equipment shut-off, etc.). HVAC Maintenance (BOOH) will report and respond to the disaster control center for base preparation and recovery requirements. Disaster preparation and recovery will take top priority during both man-made and natural disasters.

3.2.6.7 Hours of Operation. HVAC Maintenance (BOOH) will operate on a CWS of Monday through Thursday, excluding Federal Holidays, from 7:00 AM to 4:45 PM and on working Fridays, from 7:00 AM to 3:45 PM during the standard week, and Monday through Thursday, excluding Federal Holidays, from 7:00 AM to 4:45 PM for the compressed week with the Friday off being commensurate with the Base's CWS schedule, except for boiler operators who will work 24/7. Work outside these normal hours of operation will be on an on-call basis, arranged through the MEO's 24/7 EMCS operations in Operations (BOO) who will maintain the MEO's call-back/recall roster. During actual disasters, HVAC Maintenance (BOOH) personnel will work as needed, the costs for which are subject to separate negotiations as set forth in Section 2.4 of the PRD. The following table depicts HVAC Maintenance (BOOH) staffing for normal hours of operation.

GS/FWS/NAF-Series-Grade	Classification/ Duty Title	Standard Week of Monday-Thursday 7:00 AM - 4:45 PM and every other Friday of the CWS 7:00 AM - 3:45 PM (excludes Federal Holidays)	Shift 1 Hospital Steam 8:00AM – 4:00PM	Shift 1 Central Steam 8:00AM – 4:00PM	Shift 2 4:00PM – 12:00AM	Shift 3 12:00AM – 8:00AM
WS-4749-10	Maintenance Mechanic Supervisor/HVAC Foreman	1				
WL-4749-10	Maintenance Mechanic Leader/HVAC Leader	1				
WG-4749-10	Maintenance Mechanic/HVAC	25				
WG-5306-05	Air Conditioning Equipment Mechanic Helper	8				
WG-5402-09	Boiler Plant Operator		2	1	1	1
WG-2606-11	Electronics Industrial Controls Mechanic	2				
GS-0802-09	Engineering Technician/HVAC Planner	1				
WS-4749-09	Maintenance Mechanic Supervisor/HVAC Supervisor	1				

3.2.6.8 Personnel Analysis. HVAC Maintenance (BOOH) will be staffed with personnel as set forth in Attachment 6, *MEO Personnel Analysis*. The table in 3.2.6.7 above reflects the number of FTE per shift, and not necessarily the total FTE required to staff the workcenter. This is due to the use of a minimum manning equation to staff boiler operations (Hospital - one FTE five days per week/eight hours per day and Central Stream - one FTE/seven days per week/24 hours per day) requirement. The table in 3.2.6.7 above reflects only a shift requirement of five FTE for boiler operations; however, per the minimum manning equation it takes seven FTE to meet that shift requirement. Therefore the table in 3.2.6.7 above reflects a total of 44 FTE, while Attachment 6, *MEO Personnel Analysis,* reflects a total of 46. In other words, it takes 46 FTE to satisfy the staffing requirements for BOO as shown in the table above. Staffing was based on the OA and SIAM discussed under paragraphs 3.1.2 and 3.1.4 and minimum manning discussed under paragraph 3.1.3 as summarized in Attachment 7, *Operational Audit (OA) Summary*, with final FTE determinations as set forth in paragraph 3.1.5 and in Attachment 8, *Final FTE Determination*. A staffing mix analysis was performed to identify the amount of overtime, if any, required for each section. This analysis identified all overtime hours by General Schedule and/or Federal Wage System Series Number. All identified overtime costs have been included in WinCompare as have holiday pay, Sunday premium pay, and night differential pay. No travel is required or anticipated and thus none was costed for HVAC Maintenance (BOOH).

In the traditional sense, HVAC personnel in the current organization were already multi-skilled in that they could perform both heating and air conditioning work. Under the new concept of operations, HVAC Maintenance (BOOH) personnel will be required to perform "controls" work as well. Likewise, boiler operators historically were responsible for operations and maintenance of their equipment but will now be required to perform repair work as well. HVAC helpers will be utilized to perform the simpler and routine tasks such as changing filters.

3.2.6.9 Utilization of Subcontracts. HVAC Maintenance (BOOH) will utilize MEO subcontracts to fulfill medical gas, base ice machines, appliance maintenance (e.g., refrigeration), hospital refrigeration, hoods and duct, and hospital pneumatic tubes maintenance through extension of existing contracts until such time as transition activities can be completed and follow-on acquisitions can be competed. The existing contracts have been reviewed and analyzed to ensure the current requirements are consistent with the requirements of the PRD. No other subcontracts are required by HVAC Maintenance (BOOH).

3.2.6.10 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, Special Tools and Equipment). Government-furnished EAID consisting primarily of shop equipment, non-EAID consisting primarily of office furnishings, ADPE consisting primarily of desktop computers, monitors, and printers, and common hand tools, special tools and equipment primarily consisting of "tools of the trade" appear sufficient to efficiently and effectively meet the requirements of HVAC Maintenance (BOOH). During the joint inventory, any property identified as unsuitable for its intended purpose will be identified for government repair and any property in excess of the collective MEO needs will be identified and turned in for disposition.

3.2.6.11 Utilization of Vehicles. Government-furnished vehicles are sufficient to efficiently and effectively meet the requirements of HVAC Maintenance (BOOH). To facilitate the DIN approach for DSW work, HVAC Maintenance (BOOH) will utilize government-furnished panel trucks.

3.2.6.12 Utilization of Facilities. Boiler operators will continue to operate from the two central steam plants and the remainder of HVAC Maintenance (BOOH) will operate from the shop areas on the north and south wings of Building 3902. Government-furnished facilities are sufficient to efficiently and effectively meet the requirements of HVAC Maintenance (BOOH).

3.2.6.13 Utilization of Technology. IWIMS is the primary information management system utilized for engineering operations (soon to be replaced by ACES), maintenance, and repair and is sufficient to meet the requirements of HVAC Maintenance (BOOH). The EMCS system is state-of-the-art and provides for efficient and effective management of HVAC, chiller and boiler systems.

3.2.6.14 MEO Furnished Equipment, Materials, Supplies, and Vehicles. The MEO has accounted for and costed equipment, materials, and supplies which include, but are not limited to, safety equipment, administrative supplies, and miscellaneous materials required to perform repairs and general maintenance.

3.2.6.15 Workload Analysis. Workload tends to be seasonal: summer and winter. An effective infrastructure management program, to include designing in systems and components with the lowest-life cycle costs as well as a dedicated and focused RWP program that takes the "back seat" only on the rarest occasions should effectively reduce the workload associated with DSW.

3.2.7 Material Control (BOOM)

3.2.7.1 Barriers to Efficient/Effective Operations in the Current Organization. The Self-Help Key Store and Material Control Operations are in two different locations; however, space allocation, utilization requirements and safety issues for the Self-Help customers does not allow for the consolidation of these two operations into a suitable single facility. Consideration was given to pulling the Base self-help operations into Material Control and subcontracting the MFH self-help operations, possibly as an addition to the existing MFH Maintenance contract. However, the MEO is prohibited from subcontracting work presently performed by government personnel.

Vehicle Fleet Management is presently performed for all of Base Civil Engineering; however, with the consolidation of other MEO responsibilities and their associated vehicles (e.g., Supply and Services) it no longer makes sense to have this high-level responsibility buried deep within the organization when it effectively impacts all Big BOS service areas.

3.2.7.2 Proposed Improvements. While the self-help operations could not be combined into a single facility/operation, efficiencies will nonetheless be recognized through better utilization and sharing of personnel. The existing self-help planner's responsibilities will be transferred to Structural Maintenance (BOOS) where their planner will process all requests for self-help work orders per the approved AF Form 332, *BCE Work Request*. In addition, the existing self-help controller responsibilities will be transferred to Work

Management in Operations (BOO) which provides the single point of entry for all engineering related services within the MEO. Finally, rather than have a dedicated warehouse person in the self-help operations, a material control warehouse personnel will alternate between the Dock 4 warehouse and Self-Help store location as needed.

3.2.7.3 Mission Statement. Account for all activities related to material acquisition, receiving, warehousing, and distribution, to include self-help operations, in support of engineering-peculiar commercial material requirements.

3.2.7.4 Responsibilities

- Serve as the accountable supply officer for MEO operations flight and housing sections and providing material requirements
- Ensure all material transactions are processed through CEMAS, including credit card transactions, and any transaction that deals with requisition, receipt, issue, transfer, or inventory of material and document exceptions in writing
- Work closely with the Work Information Management System (WIMS) administrator to ensure all material acquisition requirements are identified and processed in a timely manner
- Overall operation of the self-help store, ensuring material in the self-help center is effectively managed and accounted for
- Establish a system to minimize accumulation and maximize use of residual material
- Establish local procedures to provide materials for mission requirements during other than normal duty hours
- Ensure post-post procedures are developed and followed for requisition and receipt of material when the computer systems are not operational
- Manage logistics-related audit reports to ensure property accountability and audit trails exist for all material transactions, regardless of the inventory management system used
- Warehouse all operations flight related material and monitor material storage-related facilities, including proper handling, storage, and issue of hazardous and flammable material
- Obtain bioenvironmental coordination on items identified as possible hazardous material
- Ensure initial requirements for hazardous materials through local sources of supply are approved and, upon receipt of hazardous materials, required information is input to the EMIS
- Ensure all CEMAS-related problems that cannot be solved locally are immediately reported to the FSA in Base Operations Support (BO)
- Ensure all material is inventoried quarterly, including review of residue assets to determine if turn-in is warranted and material to be retained beyond 365 days is adequately justified

3.2.7.5 Organization Chart. See Attachment 5, *MEO Organization Chart*.

3.2.7.6 Concept of Operations

3.2.7.6.1 Normal Operations. With the exception of the transfer of the self-help planning and controller responsibilities to Structural Maintenance (BOOS) and Operations (BOO), respectively, the sharing of warehouse personnel between the main Material Acquisition operations and the Self-Help Key Store, and the realignment of Vehicle Fleet Management responsibilities to the Base Operations Support (BO), there will be no change in the concept of operations in the current (Material Acquisitions (CEOM)) and new (Material Control (BOOM)) organizations.

The Chief, Material Control (BOOM) will report to the Chief, Operations (BOO). Material Control (BOOM) personnel will respond to material requests and the CEMAS Work Order (WO), Bill of Material (BOM) workload program. Once personnel have determined how to purchase items per the RDD, the material will be requisitioned. The Material Control (BOOM) purchaser will then monitor the WO for pending material on order, making sure all items are received per the RDD, troubleshooting if required. The key to success is the close coordination between Material Control (BOOM) personnel and the planners, controllers, and craftsmen. Other important operations include, but are not limited to, conducting complete WO closeouts, reviewing varied reports daily to prevent problems and correct errors, inventory control, managing hazardous materials, and document control to validate listing and file documents. The main store will provide materials for emergency standby items (special-level), high use, fast moving items, and holding areas for WOs and residue. Store personnel will manage materials, inspect, receive and locate property, issue property to customers, process transfers to BOMs, ensure bins are properly labeled, identify safety hazards, assign locations, and ensure proper segregation and storage of hazardous and flammable materiel. Using unique CEMAS programs and reports, stocked items will be closely monitored and deleted or added according to demand. In addition, Material Control (BOOM) will provide and manage the self-help program for the base customers, providing them with a one-stop shop for materials, loaner tools, and technical support to meet their self-help needs. A full time supply technician and a materials examiner warehouse position will be assigned to support the self-help store operations and customer service desk. The Material Control (BOOM) supervisor will provide support for the self-help store as needed.

Key to fulfillment of Material Control (BOOM) acquisition responsibilities is the continued requisitioning of materials through the Defense Logistics Agency (DLA) Prime Vendor (PV) program, the primary source of supply for engineering related material needs, as well as the ability to acquire open market items via the government purchase card. Towards this end, purchasing personnel within Material Control (BOOM) will utilize their government purchase cards to acquire materials under $2,500 from open market sources such as Staples, Home Depot, etc. In addition, and as is currently the case in the current organization, Material Control (BOOM) purchasing material will continue to use the government purchase card to acquire commercial materials from General Services Administration (GSA) contractors in amounts up to $25,000 per transaction not to exceed $150,000 in a monthly period (per card holder).

3.2.7.6.2 Surge/Disaster Operations. Disaster preparation and recovery will take top priority during both man-made and natural disasters, pre thru post response. A real world event will have Material Control (BOOM) ceasing all but real time emergency response until return to normal conditions. During exercises, Material Control (BOOM) will support day-to-day operations as much as possible, recognizing that exercise response is a critical process in maintaining readiness and as such often times takes precedence over normal operations.

Material Control's (BOOM) primary disaster preparedness responsibilities include, but are not limited to, obtaining and maintaining materials and supplies in support of preparation and recovery actions, assisting other workcenters in the clean up and securing of their work areas, maintaining materials-related support Annexes in 81st TRW Plan 702, and otherwise making personnel available to assist the MEO and Wing in any and all pre and post response actions and to do so, for an extended duration operating on multiple shifts.

3.2.7.7 Hours of Operation. The Material Control (BOOM) "main store" will operate on a CWS of Monday through Thursday, excluding Federal Holidays, from 7:00 AM to 4:45 PM and on working Fridays, from 7:00 AM to 3:45 PM during the standard week, and Monday through Thursday, excluding Federal Holidays, from 7:00 AM to 4:45 PM for the compressed week with the Friday off being commensurate with the Base's CWS schedule. The Self-Help Key Store will operate Monday through Friday of the standard week, excluding Federal Holidays, from 10:00 AM to 5:15 PM, Monday through Thursday of the compressed week, excluding Federal Holidays, from 10:00 AM to 5:15 PM, Friday's of the compressed week, excluding Federal Holidays, from 7:00 AM to 4:45 PM, and on every Saturday, excluding Federal Holidays, from 7:00 AM to 4:00 PM. During actual disasters, Material Control (BOOM) personnel will work as needed, the costs for which are subject to separate negotiations as set forth in Section 2.4 of the PRD. Work outside these normal hours of operation will be on an on-call basis, arranged through the MEO's 24/7 EMCS operations in Operations (BOO) who will maintain the MEO's call-back/recall roster. The following table depicts Material Control (BOOM) staffing for normal hours of operation.

GS/FWS/NAF-Series-Grade	Classification/ Duty Title	Main Store Operations	Self-Help Key Store Hours of Operation		
		Standard Week of Monday - Thursday, 7:00 AM to 4:45 PM, and every other Friday of the CWS 7:00 AM to 3:45 PM (excludes Federal Holidays)	Standard Week of Monday - Friday, and Compressed Week of Monday – Thursday, 10:00 AM to 5:15 PM (excluding Friday)	CWS Friday 7:00 AM to 4:45 PM (excludes Federal Holidays)	Saturday 7:00 AM to 4:00 PM (excludes Federal Holidays)
GS-2003-09	Supervisory Supply Management Specialist	1			
GS-2005-07	Lead Supply Technician	1			
GS-2005-06	Supply Technician	2			
GS-2005-05	Supply Technician	2			
GS-2005-04	Supply Clerk (Office Automation)	1			
WL-6912-05	Materials Examiner and Identifier Leader	1			
WG-6907-05	Materials Handler (Fork Lift Operator)	2			
WG-6912-05	Materials Examiner and Identifier	1	1	1	1
GS-2005-05	Supply Technician		1	1	1

3.2.7.8 Personnel Analysis. Material Control (BOOM) will be staffed as set forth in Attachment 6, *MEO Personnel Analysis*. Staffing was based on the OA and SIAM discussed under paragraphs 3.1.2 and 3.1.4 and summarized in Attachment 7, *Operational Audit (OA) Summary*, with final FTE determinations as set forth in paragraph 3.1.5 and in Attachment 8, *Final FTE Determination*. The table in 3.2.7.7 shown above reflects the FTE required per shift and not the total FTE required to staff the workcenter. All positions are one-for-one matches to the FTEs shown at Attachment 6, *MEO Personnel Analysis*, with the exception of the WG-6912-05 Materials Examiner and Identifier and the GS-2005-05 Supply Technician. Attachment 6, *MEO Personnel Analysis,* reflects two Materials Examiner and Identifiers based on the hours reflected in the table in 3.2.7.7 above. One will work that standard schedule as shown in the first column of the table and the second WG-05 Material Examiner will work a standard week of Monday – Friday and a compressed week of Monday – Thursday, 10:00AM to 5:15 PM; every other Friday 7:00AM – 4:45 PM, and Saturday 7:00 AM to 4:00 PM. All of the hours for the second WG-05 Material Examiner equate to 168.5 hours per month (allowing for a 45 minute lunch each day), or 1.135 FTE (168.5/148 MAF). Two of the GS-2005-05 Supply Technicians will work that standard schedule as shown in the first column of the table and a third GS-05 Supply Technician will work will work a standard week of Monday – Friday and a compressed week of Monday – Thursday, 10:00AM to 5:15 PM; every other Friday 7:00AM – 4:45 PM, and Saturday 7:00 AM to 4:00 PM. All of the hours for the third GS-05 Supply Technician equate to 168.5 hours per month (allowing for a 45 minute lunch each day), or 1.135 FTE (168.5/148 MAF). A staffing mix analysis was performed to identify the amount of overtime, if any, required for each section. This analysis identified all overtime hours by General Schedule and/or Federal Wage System Series Number. All identified overtime costs have been included in WinCompare. There is no other special or premium pay associated with Material Control (BOOM). No travel is required or anticipated and thus none was costed for Material Control (BOOM).

Base Operations Support (BO) will now perform vehicle fleet management responsibilities performed in the current organization. Likewise, self-help planner and controller responsibilities will be performed by Structural Maintenance (BOOS) and Operations (BOO), respectively. A full-time supply technician and a materials examiner warehouse position will be assigned to support the self-help operations and customer service desk. The supervisor will utilize personnel from Material Acquisition and Material Storage & Distribution sections to support the self-help store when one or both of the employees are absent, seasonal surge periods, or as needed. Positions are interchangeable and personnel will be cross-utilized.

3.2.7.9 Utilization of Subcontracts. Material Control (BOOM) does not presently nor will they in the new organization require MEO subcontractor support.

3.2.7.10 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, Special Tools and Equipment). Government furnished equipment, consisting of desktop computers, monitors, printers, office equipment, furniture, common and special tools appear to be sufficient to meet the needs of Materiel Control (BOOM).

3.2.7.11 Utilization of Vehicles. Government furnished vehicles consisting of a forklift and two all-purpose vehicles are sufficient to meet the need of Material Control (BOOM).

3.2.7.12 Utilization of Facilities. Government furnished facilities, though sufficient for current operations, were not adequate to permit the consolidation of Material Control (BOOM) acquisition and storage and distribution operations and self-help operations into a single suitable facility due to space allocation, utilization requirements and safety issues. Material Control (BOOM) acquisition and storage and distribution operations will therefore continue to operate from Building 4002, Dock 4 with additional storage areas in and out of Area 3902. Self-Help operations will continue to operate out of Building 3517.

3.2.7.13 Utilization of Technology. CEMAS, a subsystem of IWIMS, is and will be the primary technology utilized to support Material Control (BOOM) operations to include the existing interface with the DLA PV. The Chief of BOOM is responsible for granting access to CEMAS and ensures only authorized individuals have access to specific files. Computer personnel in Base Operations Support (BO) & Chief Materiel Control BOOM periodically review listings to ensure system integrity. Other technology utilized include the Customer Automation and Reporting Environment (CARE) (internet-based) banking system and EMIS, however, these systems do not have an interface requiring manual input into CEMAS to make sure records are reconciled. In addition to these systems, the Internet is and will continue to be utilized to purchase small dollar value commodities via the government purchase card.

3.2.7.14 MEO Furnished Equipment, Materials, Supplies, and Vehicles. The MEO has accounted for and costed equipment, materials, and supplies, which include, but are not limited to, safety equipment, administrative supplies, sweeping compound, and materials for issue to other areas.

3.2.7.15 Workload Analysis. Material Control (BOOM) workload is tied directly to in-house engineering workload and self-help operations and to a greater extent, by the amount of funds available from these programs.

3.2.8 Structural Maintenance (BOOS)

3.2.8.1 Barriers to Efficient/Effective Operations in the Current Organization. Under the current Objective Squadron structure, structural personnel are spread across multiple workcenters requiring duplicate supervision and resources. In theory, the current structure was designed in part to be more efficient but in reality, workcenters are parochial with respect to resources and as such this has led to increased inefficiencies within the current organization. In addition, the current manning level and authorizations are supposedly based upon fully qualified personnel, however, better than 25% of the structural authorizations are at the apprentice level requiring extensive time and effort on the current workforce to bring them up to a fully productive level.

3.2.8.2 Proposed Improvements. All structural related operations, maintenance, and repair work will be centralized in one workcenter composed of a fully qualified, multi-skilled and stable civilian workforce.

3.2.8.3 Mission Statement. Provide efficient and effective structural maintenance and repair to the 81st TRW and its associate units.

3.2.8.4 Responsibilities.

- DSW
- Planned work orders
- RWP, to include infrastructure component inventories and assessments

3.2.8.5 Organization Chart. See Attachment 5, *MEO Organization Chart*.

3.2.8.6 Concept of Operations

3.2.8.6.1 Normal Operations. Structural personnel are currently spread across multiple workcenters. Under the new concept of operations, all structural operations, maintenance and repair will be centralized in one workcenter, Structural Maintenance (BOOS), under a single supervisor and assistant supervisor. Structural Maintenance (BOOS) "working" supervisors will be supported by a work leader who will pass on instructions, assign tasks, and ensure work assignments are completed on time. The Structural Maintenance (BOOS) workcenter will be supported by two planners who will be responsible from cradle-to-grave for approved work orders (e.g., detailed planning and coordination, provide technical assistance to customers for self-help landscape projects for Facility Managers and MFH occupants, identification of required materials and equipment, creation of the bill-of-materials, funds availability determinations, RDD entries in CEMAS, etc.).

DIN teams of multi-skilled personnel (journeyman level carpenter, plumber worker and electrical worker) will respond to all DSW work, with the goal of eliminating the condition(s) or completing the call within 30 minutes. These multi-skilled craftsmen eliminate the need for separate carpenter, interior electrician, and plumbing DIN trucks. Any DSW requiring more than 30 minutes will be referred back to the controller who will, in turn, refer it to the proper workcenter personnel so the DIN Team may go on to the next repair call.

RWP, to include infrastructure component inventories and assessments, will be performed by multi-skilled structural personnel assisted by helpers for the simpler and routine aspects of the structural and roof inspection programs who will work closely with the infrastructure program managers (engineers) in Base Development (BOB) to maximize the life expectancy of structural and roofing systems, minimize failures, and maximize operating effectiveness and reliability.

Resources for planned work orders will be accomplished through close coordination between Operations (BOO) and the Chief, Structural Maintenance (BOOS). Scheduling of resources (i.e., personnel, materials, equipment, etc.) will be accomplished by the Chief, Structural Maintenance (BOOS) in concert with the assigned planners so that a balance is maintained between DSW, RWP, and planned work orders.

3.2.8.6.2 Surge/Disaster Operations. A real world event will have the MEO ceasing all but real time emergency response (i.e., structural preparation, recovery, and repair). Structural Maintenance (BOOS) will report and respond to the disaster control center for base preparation and recovery requirements. Disaster preparation and recovery will take top priority during both man-made and natural disasters. Structural Maintenance (BOOS) will be the primary source of personnel to support Emergency Management operations (real and exercise) and the Operations (BOO) Emergency Management representative.

3.2.8.7 Hours of Operation. Structural Maintenance (BOOS) will operate on a CWS of Monday through Thursday, excluding Federal Holidays, from 7:00 AM to 4:45 PM and on working Fridays, from 7:00 AM to 3:45 PM during the standard week, and Monday through Thursday, excluding Federal Holidays, from 7:00 AM to 4:45 PM for the compressed week with the Friday off being commensurate with the Base's CWS schedule. Work outside these normal hours of operation will be on an on-call basis, arranged through the MEO's 24/7 EMCS operations in Operations (BOO) who will maintain the MEO's call-back/recall roster. During actual disasters, Structural Maintenance (BOOS) personnel will work as needed, the costs for which are subject to separate negotiations as set forth in Section 2.4 of the PRD. The following table depicts Structural Maintenance (BOOS) staffing for normal hours of operation.

GS/FWS/NAF-Series-Grade	**Classification/Duty Title**	**Standard Week of Monday-Thursday 7:00 AM to 4:45 PM and every other Friday of the CWS 7:00 AM - 3:45 PM (excludes Federal Holidays)**
WS-4749-10	Maintenance Mechanic Supervisor/Structural Foreman	1
WG-3603-10	Mason (Structural Finisher)	1
WL-4607-09	Carpenter Leader	1
WG-4607-09	Carpenter	15
WG-4749-10	Maintenance Mechanic/Sheet Metal/Welder/Carpenter	1
WG-4749-05	Maintenance Mechanic Helper	4
WG-4804-08	Locksmith	1
GS-802-09	Engineering Technician/ Structural/Electrical Planner	2
WS-4749-08	Maintenance Mechanic Supervisor/Structural Supervisor	1

3.2.8.8 Personnel Analysis. Structural Maintenance (BOOS) will be staffed as set forth in Attachment 6, *MEO Personnel Analysis*. Staffing was based on the OA and SIAM discussed under paragraphs 3.1.2 and 3.1.4 and summarized in Attachment 7, *Operational Audit (OA) Summary*, with final FTE determinations as set forth in paragraph 3.1.5 and in Attachment 8, *Final FTE Determination*. A staffing mix analysis was performed to identify the amount of overtime, if any, required for each section. This analysis identified all overtime hours by General Schedule and/or Federal Wage System Series Number. All identified overtime costs have been included in WinCompare. There is no other special or premium pay associated with Structural Maintenance (BOOS).

Travel has been costed to provide for hazardous material training and certification (i.e., HAZWOPER, lead, and asbestos).

Under the current organization, assigned personnel tend to be single craft carpenters, masons, sheet metal workers, roofers, and welders. With the exception of the locksmith, Structural Maintenance (BOOS) personnel in the new organization will be multi-skilled and capable of performing the work of at least two trades comprised of carpentry, masonry, sheet metal, welding, roofing, electrical, and plumbing. In addition, Structural Maintenance (BOOS) will utilize helpers to perform simpler and more routine duties.

3.2.8.9 Utilization of Subcontracts. Structural Maintenance (BOOS) will utilize MEO subcontracts to fulfill asbestos and lead abatement, roofing, protective coating, flooring, fencing, maintenance of dryer vents, and inspection, maintenance and repair of lifting equipment (i.e., cranes and hoists) through extension of existing contracts until such time as transition activities can be completed and follow-on acquisitions can be competed. The existing contracts have been reviewed and analyzed to ensure the current requirements are consistent with the requirements of the PRD. No other subcontracts are required by Structural Maintenance (BOOS).

3.2.8.10 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, Special Tools and Equipment). Government-furnished EAID consisting primarily of shop equipment, non-EAID consisting primarily of office furnishings, ADPE consisting primarily of desktop computers, monitors, and printers, and common hand tools, special tools and equipment primarily consisting of "tools of the trade" appear sufficient to efficiently and effectively meet the requirements of Structural Maintenance (BOOS). During the joint inventory, any property identified as unsuitable for its intended purpose will be identified for government repair and any property in excess of the collective MEO needs will be identified and turned in for disposition.

3.2.8.11 Utilization of Vehicles. Government-furnished vehicles are sufficient to efficiently and effectively meet the requirements of Structural Maintenance (BOOS). Special purpose vehicles required for occasional use will be coordinated through the Chief, Operations (BOO) and Chief, Exterior Maintenance (BOOE).

3.2.8.12 Utilization of Facilities. Structural Maintenance (BOOS) will operate from the south end of Building 3902 and will maintain bench stock storage in and outside the east wing of Building 3902. These government-furnished facilities are sufficient to efficiently and effectively meet the requirements of Structural Maintenance (BOOS).

3.2.8.13 Utilization of Technology. IWIMS (to be replaced by ACES) is the primary information management system utilized for engineering operations, maintenance, and repair and is sufficient to meet the requirements of Structural Maintenance (BOOS).

3.2.8.14 MEO Furnished Equipment, Materials, Supplies, and Vehicles. The MEO has accounted for and costed equipment, materials, and supplies which include, but are not limited to, safety equipment, administrative supplies, and miscellaneous materials required to perform facility repairs and general maintenance.

3.2.8.15 Workload Analysis. Centralizing all structural operations under one workcenter, versus the current organization in where structural workload is spread across multiple

workcenters, will provide greater control and efficiencies in meeting the workload requirements.

3.2.9 Utilities (BOOU)

3.2.9.1 Barriers to Efficient/Effective Operations in the Current Organization. Under the current Objective Squadron structure, electrical systems, electrical power production, liquid fuel systems, and utilities systems personnel are spread across multiple workcenters requiring duplicate supervision and resources. In theory, the current structure was designed in part to be more efficient but in reality, workcenters are parochial with respect to resources and as such this has led to increased inefficiencies within the current organization. In addition, the current manning level and authorizations are supposedly based upon fully qualified personnel; however, 35% of the authorizations are at the apprentice level requiring extensive time and effort on the current workforce to bring them up to a fully productive level.

3.2.9.2 Proposed Improvements. With the exception of liquid fuel systems which has been reorganized under Fuels Management (BORSO), energy management and meter reading which has been reorganized under Design Management (BOBD), EMCS operations and maintenance which has been reorganized under Operations (BOO) and HVAC Maintenance (BOOH), and management of the corrosion control program which has been reorganized under Design Management (BOBD), all potable water, waste water collection, electrical distribution (including fixed and portable generators), and natural gas distribution systems utilities operations, maintenance, and repair work will be centralized in one workcenter composed of a fully qualified, and stable civilian workforce.

3.2.9.3 Mission Statement. Provide efficient and effective operation, maintenance, and repair of utilities systems in support of the 81st TRW and its associate units.

3.2.9.4 Responsibilities.

- Direct scheduled work
- Planned work orders
- Operations and RWP, to include infrastructure component inventories and assessments

3.2.9.5 Organization Chart. See Attachment 5, *MEO Organization Chart*.

3.2.9.6 Concept of Operations.

3.2.9.6.1 Normal Operations. Utilities personnel are currently spread across multiple workcenters. Under the new concept of operations, excluding liquid fuel systems which has been reorganized under Fuels Management (BORSO), energy management and meter reading which has been reorganized under Design Management (BOBD), EMCS operations and maintenance which has been reorganized under Operations (BOO) and HVAC Maintenance (BOOH), and management of the corrosion control program which has been reorganized under Design Management (BOBD) all utilities infrastructure operations, maintenance and repair will be centralized in one workcenter, Utilities (BOOU). Utilities (BOOU) will be managed by two working supervisors, the Utilities

System supervisor, who will also supervise all electrical, and the Plumbing foreman who will supervise all plumber/waste water trades. The foreman also provides technical support on special projects and contracted services, assists in utility outages, locates hidden or underground utility lines, and provides utility drawings, also responsible for identification, isolation, recording and correction of cross-connections and other potential sources of water distribution system contamination. A work leader will provide instructions, assign tasks, and ensure work assignments are completed on time and support the Utilities System supervisor. The two supervisors and the one work leader will perform all approved work order planning responsibilities for this workcenter (e.g., detailed planning and coordination, identification of required materials and equipment, creation of the bill-of-materials, funds availability determinations, RDD entries in CEMAS, etc.) and will ensure portable toilets are provided and maintained to meet Base Leadership requirements.

DSWs for electrical work will go to the Utilities System supervisor who with the work leader, will assign it to exterior, interior/alarms, or generator personnel and ensure this work is completed within the required timeframes depending on whether classified as emergency, urgent or routine. Electricians will still be differentiated as interior and exterior given the significant differences in the trade; however, each may assist the other as a safety observer. DSWs for plumbing or waste water work/trades will go to the Utilities workcenter assistant supervisor for personnel assignment and completion and towards this end, plumbers will be responsible from interior to exterior, whether the work is gas, water, or sewer.

RWP, to include infrastructure component inventories and assessments, will be performed by Utilities (BOOU) personnel. All Utilities (BOOU) personnel will work closely with the infrastructure program managers (engineers) in Base Development (BOB) to maximize the life expectancy of utilities systems, minimize failures, and maximize operating effectiveness and reliability. Utilities (BOOU) personnel will also provide emergency lighting and generators, as well as a systematic approach for the inspection, evaluation, maintenance, and repair of all airfield lights and associated equipment and training to support emergency needs.

Scheduling of resources for planned work orders (i.e., personnel, materials, equipment, etc.) will be accomplished through close coordination between Operations (BOO) and the Utilities System supervisor and Plumbing foreman so that a balance is maintained between DSW, RWP, and planned work orders, including maintaining grounds within the electrical sub stations and natural gas regulators station

3.2.9.6.2 Surge/Disaster Operations. A real world event will have the MEO ceasing all but real time emergency response. Utilities (BOOU) will report and respond to the disaster control center for base preparation and recovery requirements. Disaster preparation and recovery will take top priority during both man-made and natural disaster. Utilities (BOOU) personnel, consistent with existing disaster preparedness plans and as directed, will provide emergency lighting and generator power to include arrangement for transportation when the weight exceeds MEO in-house capability; assist with the curtailment, shut-down, and/or restoration of gas, water, electric, and sewage systems to include analysis of potable water; increase the tempo of utilities systems inspections (e.g., generators); ensure sufficient water pressure exists for fire fighting

operations, and otherwise provide whatever assistance is needed to respond to and recover from man-made or natural disasters.

3.2.9.7 Hours of Operation. Utilities (BOOU) will operate on a CWS of Monday through Thursday, excluding Federal Holidays, from 7:00 AM to 4:45 PM and on working Fridays, from 7:00 AM to 3:45 PM during the standard week, and Monday through Thursday, excluding Federal Holidays, from 7:00 AM to 4:45 PM for the compressed week with the Friday off being commensurate with the Base's CWS schedule. Work outside these normal hours of operation will be on an on-call basis, arranged through the MEO's 24/7 EMCS operations in Operations (BOO) who will maintain the MEO's call-back/recall roster. During actual disasters, Utilities (BOOU) personnel will work as needed, the costs for which are subject to separate negotiations as set forth in Section 2.4 of the PRD. The following table depicts Utilities (BOOU) staffing for normal hours of operation.

GS/FWS/NAF-Series-Grade	**Classification/Duty Title**	**Standard Week of Monday-Thursday 7:00 AM to 4:45 PM and every other Friday of the CSW 7:00 AM to 3:45 PM (excludes Federal Holidays)**
WS-4749-10	Maintenance Mechanic Supervisor/Utilities System Supervisor	1
WG-2810-10	High Voltage Electrician	10
WG-5378-10	Powered Support System Mechanic	1
WL-2805-10	Electrician Leader	1
WG-2805-10	Electrician	7
WS-4206-08	Plumber Supervisor/Plumbing Foreman	1
WG-5409-09	Water Treatment Plant Operator (Plumber)	1
WG-4206-09	Plumber	9

3.2.9.8 Personnel Analysis. Utilities (BOOU) will be staffed as set forth in Attachment 6, *MEO Personnel Analysis*. Staffing, consisting of plumbers, waste water, power production, interior, and exterior electricians was based on the OA and SIAM discussed under paragraphs 3.1.2 and 3.1.4 and summarized in Attachment 7, *Operational Audit (OA) Summary*, with final FTE determinations as set forth in paragraph 3.1.5 and in Attachment 8, *Final FTE Determination*. A staffing mix analysis was performed to identify the amount of overtime, if any, required for each section. This analysis identified all overtime hours by General Schedule and/or Federal Wage System Series Number. All identified overtime costs have been included in WinCompare. There is no

other special or premium pay associated with Utilities (BOOU). No travel is required or anticipated and thus none was costed for Utilities (BOOU).

3.2.9.9 Utilization of Subcontracts. Utilities (BOOU) will utilize MEO subcontracts to fulfill grease trap cleaning, elevator/escalator repair, appliance maintenance (used by HVAC Maintenance (BOOH) as well as for refrigeration maintenance and repair), fire suppression system maintenance and inspection, test hi-reach aerial trucks, rubber gloves, rubber sleeves, exterior hot sticks, and rubber blankets, and rental of portable toilet through extension of existing contracts until such time as transition activities can be completed and follow-on acquisitions can be competed. The existing contracts have been reviewed and analyzed to ensure the current requirements are consistent with the requirements of the PRD. Utilities (BOOU) requires no other subcontracts.

3.2.9.10 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, Special Tools and Equipment). Government-furnished EAID consisting primarily of shop equipment, non-EAID consisting primarily of office furnishings, ADPE consisting primarily of desktop computers, monitors, and printers, and common hand tools, special tools and equipment primarily consisting of "tools of the trade" appear sufficient to efficiently and effectively meet the requirements of Utilities (BOOU). During the joint inventory, any property identified as unsuitable for its intended purpose will be identified for government repair and any property in excess of the collective MEO needs will be identified and turned in for disposition.

3.2.9.11 Utilization of Vehicles. Government-furnished vehicles are sufficient to efficiently and effectively meet the requirements of Utilities (BOOU).

3.2.9.12 Utilization of Facilities. Utilities (BOOU) will operate from the north end of Building 3902, utilizing the outside storage area as well as the storage area in the east wing of Building 3902.

3.2.9.13 Utilization of Technology. IWIMS (to be replaced by ACES) is the primary information management system utilized for engineering operations, maintenance, and repair and is sufficient to meet the requirements of Utilities (BOOU). The state-of-the-art EMCS system is integral with respect to monitoring utilities systems and responding to alarms.

3.2.9.14 MEO Furnished Equipment, Materials, Supplies, and Vehicles. The MEO has accounted for and costed equipment, materials, and supplies, which include, but are not limited to, safety equipment, administrative supplies and miscellaneous materials required to perform repairs and general maintenance.

3.2.9.15 Workload Analysis. Centralizing all utilities operations under one workcenter, versus the current organization in where utilities workload is spread across multiple workcenters will provide greater control and efficiencies in meeting the workload requirements.

3.2.10 Resource Management (BOR)

3.2.10.1 Barriers to Efficient/Effective Operations in the Current Organization. There is considerable duplication of effort in the existing military and civilian Personnel Systems Management (PSM) area, the Military and Civilian Awards and Decorations area, and the Military and Civilian training area. Additional duties and extended

deployments unique to military personnel create frequent absences from the workplace. There are too many layers of supervision because "like" workcenters are currently being managed separately. There is a lack of training and thus utilization of the computerized record keeping system that exists within the military personnel record management area. The relationship between commercial sponsorship position (not under study) and the marketing director is not clearly defined in the existing Marketing and Publicity operations area.

3.2.10.2 Proposed Improvements. Military and civilian awards and decorations and formal and on-the-job training (OJT), which share "like" duties (e.g., quarterly and annual award programs, quota allocations, quota confirmation, etc), will be combined in Resource Management (BOR) and thereby eliminate a duplication of resources. In addition, military and civilian PSM duties, which presently exist in the military and civilian personnel organizations, will be consolidated under the Base Operations Support (BO) together with Supply FSA responsibilities and MEO system operation and maintenance, WGM duties, and ADPE accountability, providing a greater depth in the computer systems responsibilities and centralizing associated FSA and WGM responsibilities. The consolidation of these Human Resource responsibilities, in addition to providing greater depth across the board, will eliminate the need for six supervisors in the current organization. This all civilian workforce, relieved of the extensive additional duties and deployment responsibilities associated with a military workforce, will be more productive by focusing solely on their responsibilities and their customers without the customary distractions. Further, by providing training on the full technological capabilities of the existing KARDEX record system used for maintenance of military personnel records, and subsequent full utilization of those capabilities during records check-outs, audits, and records check-ins, will enable Resource Management (BOR) to realize a 25% savings in the man-hours presently expended.

3.2.10.3 Mission Statement. Provide comprehensive community services, resource management, human resource management, military family housing and dormitory management, supply services, and marketing and publicity support to the 81st Training Wing and its associate units.

3.2.10.4 Responsibilities

- Resource Management
  - Develop financial requirements submissions
  - Manage obligation of funds
  - Manage reimbursements and refunds program
- Human Resources
  - Management and administration of OJT programs
  - Military awards and decorations
  - Military records management
  - Military formal training/professional military education

- Administration of education information, counseling, tuition assistance forms processing, distance learning, job site and testing programs
- Civilian personnel training
- Civilian personnel awards and decorations

- Marketing and Publicity
  - Marketing development and management
  - Publicity and promotion management
  - Graphic Design
- Manage subordinate operations
  - Community Support (BORC)
  - Housing and Dormitory Management (BORH)
  - Supply Operations Section (BORS)
    - Material Storage and Distribution (BORSD)
    - Fuels Management (BORSO)

3.2.10.5 Organization Chart. See Attachment 5, *MEO Organization Chart*.

3.2.10.6 Concept of Operations

3.2.10.6.1 Normal Operations

Military Personnel Records and Military and Civilian Awards and Decorations. Military and civilian awards and decorations will be combined and merged with military personnel records to meet PRD requirements. This workload will be assigned to three Human Resources Assistants who will take direction from the Chief of Resource Management. The Chief, Resource Management (BOR) will pass on instructions, assign tasks, and ensure work assignments are completed on time. By combining these duties, Resource Management (BOR) personnel responsible for military and civilian awards and decorations and military personnel records will have a broader base of knowledge providing more depth during emergencies, surges, scheduled vacation time, or extended absence of an employee due to sickness. Bringing these like duties together will enable Resource Management (BOR) to expertly and more efficiently process all special trophies, awards (including the base annual and quarterly awards program), all decoration actions (excluding planning or execution of the presentation), the administration of the civilian award program for appropriated fund civilian employees, and the creation, maintenance, and auditing of military personnel records. Resource Management (BOR) personnel responsible for military and civilian awards and decorations and military personnel records will also prepare directives, publicize programs, provide assistance, establish award committees, process award submissions, approvals, and disapprovals, and analyze award distribution. In addition, the KARDEX record system will be utilized to its fullest extent for managing (sign-in, sign-out, and audit) the Unit Personnel Record Group (UPRG).

Education Services. Resource Management (BOR) will meet PRD requirements by managing the education services program in support of mission readiness. They will provide customer service, testing, professional counseling, and distance learning for eligible personnel. Use of MEO subcontracts, which will be administered by the Education Services Specialist, to administer tests, distant learning, and Community College of the Air Force (CCAF) counseling will save money over the conventional use of full-time employees. The four (one Educational Services Specialist, one Guidance Counselor, and two Education Technicians) Resource Management (BOR) personnel responsible for education services will administer the Air Force tuition assistance program, provide CCAF counseling, sponsor officer professional military education (PME) seminars held each year for Intermediate and Senior Service Schools, and manage the Senior Non-Commissioned Officer Academy (SNCOA) correspondence course. Resource Management (BOR) personnel will provide expert guidance and counseling on commissioning and distance learning programs, advice on education materials, services, and educational providers. Services will include customer service, tuition assistance, counseling, coordinating and scheduling events and facility use, enrolling personnel in classes, courses, and programs, providing testing services for various tests including the Defense Activity for Non-Traditional Education Support (DANTES), College Level Examination Program (CLEP), and voluntary extension course institute (ECI) programs. Management of the distance-learning program will include scheduling, records of attendance, withdrawals, completions, and costs for all classes.

Base Training. Resource Management (BOR), using three Human Resources Assistants, will administer and manage training programs in support of all serviced personnel on base to ensure PRD requirements are met. This will be accomplished through the consolidation of civilian and military formal training and military OJT. Resource Management (BOR) personnel responsible for formal training and OJT will ensure training opportunities are made available and mandatory training is accomplished in a timely manner. Consolidated formal training and OJT services will include processing all formal, special, and PME training allocations and managing the base level training requirements for OJT to support unit level OJT program administration. Resource Management (BOR) personnel responsible for formal and OJT will manage the annual civilian training budget and will brief on TDY related information to include Active Duty Service Commitments, in-resident PME, and TDY orders, and will also monitor and facilitate the selection process for PME to include the Aerospace Basic Course. Updates of the PDS will be timely and accurate and Resource Management (BOR) personnel responsible for formal training and OJT will monitor and analyze daily and weekly transaction registers to identify and correct the "root" causes of data system problems. Resource Management (BOR) personnel will schedule and conduct annual Staff Assistance Visits (SAV) for all units serviced and will prepare and analyze various statistical reports. They will host the Quarterly Unit Training Managers meetings and monthly Air Force Training course to keep all units serviced "up-to-speed" on the latest OJT developments. Resource Management (BOR) personnel will also serve as the Test Control Officer for mandatory Career Development Course (CDC) exams and will manage and administer the test control program and process course examinations. Resource Management (BOR) personnel will receive, distribute, track, and return Air

Force Occupational Measurement and external training evaluation surveys on or before the established suspense date.

Funds Management. Funds Management (BOR) personnel (one Budget Analyst, one Budget Technician, and one Budget Technician (Office Automation)) will take direction from the Chief, Resource Management and will meet PRD requirements by providing financial management for the entire MEO by managing all funds to include planning, programming, budgeting and executing appropriated funds and tracking and monitoring charges for all family housing units. This will be accomplished by the use of budget activity codes, program element codes, element of expense/ investment code, budget program activity code, cost estimates, and responsibility center cost center. Resource Management (BOR) personnel responsible for funds management will review and monitor support agreements and provide accountability of funds with the use of excel spread sheets and power point presentations and will account/track/update all shop rates, assuring the reimbursements are accurate. The coordination, preparation, and submission of reports is on-going and significant and will include daily, weekly, monthly, quarterly, semi-annual, annual, as well as other ad hoc reports.

Marketing and Publicity. Marketing and Publicity (BOR) personnel (one Marketing Specialist and one Illustrator (Office Automation)) will take direction from the Chief Resource Management to meet PRD requirements. They will manage and implement the overall marketing and publicity program to include short and long term planning, training, program administration, marketing reviews, APF and NAF budgets, customer feedback, and personnel management. Marketing and Publicity personnel will also develop marketing plans and all related marketing requirements for promoting interest and participation within Services activities. The personnel responsible for marketing and publicity will collect and disseminate information about Services programs and provide computer graphic art and illustrations in support of the program. The Marketing Specialist Office will conduct publicity programs including orientation, information and news articles, and photo support. The Illustrator will maintain the division historical logbook. Resource Management (BOR) personnel will ensure the marketing and publicity program meets all quality and Golden Eagle standards.

3.2.10.6.2 ***Surge/Disaster Operations***. All Resource Management personnel will receive direction from the Chief, Resource Management. Overtime has been allotted to each position and will be used to cover regularly occurring and sporadic workload. Funds Management Personnel will contact Wing and Headquarters to ensure money is available to fund recovery and restoration activities and will track and report on same. Human Resources and Marketing and Publicity have no immediate role during surge or disaster operations and will receive direction from the Chief, Resources Management. As non-mission essential activities, after securing facilities and equipment, Resource Management (BOR) facilities will close and personnel will be made available to support readiness requirements. Upon the all-clear notice, all personnel will report for duty and aid as directed to bring facilities back on line and/or support other programs as directed. Resource Management (BOR) will support resulting personnel actions such as award of Humanitarian Service Medals.

3.2.10.7 Hours of Operation. Resource Management (BOR) will operate on a CWS of Monday through Thursday, excluding Federal Holidays, from 7:00 AM to 5:00 PM and

on working Fridays, from 7:00 AM to 4:00 PM during the standard week, and Monday through Thursday, excluding Federal Holidays, from 7:00 AM to 5:00 PM for the compressed week with the Friday off being commensurate with the Base's CWS schedule. Customer service will be provided between the hours of 8:00 AM to 4:00 PM on each workday that Resource Management (BOR) is open. During actual disasters, Resource Management (BOR) personnel will work as needed, the costs for which are subject to separate negotiations as set forth in Section 2.4 of the PRD. In addition, Resource Management (BOR) personnel responsible for marketing and publicity may be required to work some evenings, weekends, and holidays as required to document programming and/or meet program needs, however, their duty schedules will be temporarily changed to meet these requirements. The following table depicts Resource Management (BOR) staffing for normal hours of operation.

GS/FWS/NAF-Series-Grade	**Classification/Duty Title**	**Standard Week of Monday-Thursday 7:00 AM to 5:00 PM and every other Friday of the CWS 7:00 AM to 4:00 PM (excludes Federal Holidays)**
GS-1101-12	Supervisory Resources Management Specialist/Chief, Resource Management Flight	1
GS-0326-05	Office Automation Assistant	1
GS-0560-09	Budget Analyst	1
GS-0561-07	Budget Technician	1
GS-0561-05	Budget Technician (Office Automation)	1
GS-1101-09	Marketing Specialist	1
NF-1020-03	Illustrator (Office Automation)	1
GS-1740-11	Education Services Specialist	1
GS-1740-09	Guidance Counselor	1
GS-1702-07	Educational Technician	2
GS-203-05	Human Resources Assistant (Office Automation)	6

3.2.10.8 Personnel Analysis. Resource Management (BOR) will be staffed as set forth in Attachment 6, *MEO Personnel Analysis*. Staffing was based on the OA and SIAM discussed under paragraphs 3.1.2 and 3.1.4 and summarized in Attachment 7, *Operational Audit (OA) Summary*, with final FTE determinations as set forth in paragraph 3.1.5 and in Attachment 8, *Final FTE Determination*. A staffing mix analysis

was performed to identify the amount of overtime, if any, required for each section. This analysis identified all overtime hours by General Schedule and/or Federal Wage System Series Number. All identified overtime costs have been included in WinCompare. There is no other special or premium pay associated with Resource management (BOR). No travel is required or anticipated and thus none was costed for Resource Management (BOR).

The current Human Resources (HR) organization under study has seven supervisors within eight sections with 14 military and 11 civilian employees assigned. The military assigned are constantly being pulled for extended deployments and other strictly military duties not related to HR. Training is ongoing as entry level military personnel tend to rotate rather quickly; almost as soon as they become fully qualified and productive in a job. The MEO will place Military Records and Awards, Education Services, and Formal Training/OJT directly under the Chief, Resource Management (BOR) and in so doing so, eliminates the need for the seven supervisors that exist in the current organization. By combining like or related work areas, the MEO has eliminated duplication of work. By combining sections, using an all-civilian workforce, and using MEO subcontracts to aid in providing education services, Resource Management (BOR) will be able to perform the HR PRD requirements more efficiently and effectively.

Funds Management, working directly for the Chief, Resource Management (BOR), will be able to accomplish the mission with only three employees instead of the four presently assigned. This reduction was based on data obtained during our operational audit.

The present Marketing and Publicity procedures are efficient and cost effective. No procedural changes are planned; however, the Marketing Specialist will now perform publicist duties.

3.2.10.9 Utilization of Subcontracts. Resource Management (BOR) will utilize MEO subcontracts to fulfill the HR PRD requirements for education services testing, CCAF counseling, and distance learning through extension of existing contracts until such time as transition activities can be completed and follow-on acquisitions can be competed. The existing contracts have been reviewed and analyzed to ensure the current requirements are consistent with the requirements of the PRD. No other subcontracts are required by Resource Management (BOR).

3.2.10.10 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, Special Tools and Equipment). Government-furnished EAID which consists primarily of property required to produce marketing and publicity products, non-EAID which consist primarily of office and classroom furnishings and equipment together with software and supplies used for marketing and publicity production, ADPE which consists primarily of computer bundles, and common hand tools and special tools/equipment which consist of tape measures and a distance estimator appear sufficient to efficiently and effectively meet the needs of Resource Management (BOR). During the joint inventory, any property identified as unsuitable for its intended purpose will be identified for government repair and any property in excess of the collective MEO needs will be identified and turned in for disposition.

3.2.10.11 Utilization of Vehicles. No government-furnished vehicles have been assigned specifically for Resource Management (BOR) responsibilities; however, should

transportation be required (e.g., briefings, etc.) the Chief, Resource Management (BOR) will arrange for use of a government-furnished vehicle through the MEO Director.

3.2.10.12 Utilization of Facilities. The government furnished facilities for Resource Management (BOR) are sufficient for the effective and efficient performance of the PRD requirements. The following table depicts the location of current and MEO operations and locations.

Building #	**Room #**	**Present Occupant**	**MEO Occupant (OSC)**	**Remarks**
0701	224	Civilian personnel training library	Education Services (BOR)	Covers 25% of the open area in room 224
0701	224	Administrative office space	Education Services (BOR)	Education Services presently occupies this space
0701	224A	Education office space	Education Services (BOR)	Education Services presently occupies this space
0701	224B	Education Counselor office space	Education Services (BOR)	Education Services presently occupies this space
0701	224B	Education Counselor office	Education Services (BOR)	Education Services presently occupies this space
0701	224E	Education Counselor office	Education Services (BOR)	Education Services presently occupies this space
0701	224F	Education Counselor office	Education Services (BOR)	Education Services presently occupies this space
0701	241	Education Services Testing Room	Education Services (BOR)	Education Services Testing presently occupies this space (Note)
0701	223B,C,D	Education Services Distant Learning class rooms	Education Services (BOR)	Education Services Distant Learning presently occupies this space (Note)
0701	129	Military PSM office space	Computer Section (BO)	Military PSM presently occupies this space

Building #	Room #	Present Occupant	MEO Occupant (OSC)	Remarks
0701	213	Civilian PSM	Computer Section (BO)	Civilian PSM will merge with Military PSM and move to Rm 129
0701	213	Civilian Education and Training	MEO Storage (BOR)	Civilian Education and Training will move to Bldg 2902, Rm 114 (Note)
0701	213	Civilian Awards/Training	MEO Storage (BOR)	Civilian Awards will merge with Military Awards and will move to Rm 125
0701	131	PSM Computer area	MEO Computer Section (BO)	Military and Civilian PSM will occupy 30% of this computer room
0701	125	Military Customer Service and Retiree Affairs	Records and Awards (BOR)	Records and Awards will occupy 25% of room 125. Records are presently in this space and Military and Civilian Awards will move to this area.
2902	114	On-the-Job Training Office	Formal and OJT Training (BOR)	Military and Civilian Formal Training will merge with OJT and will move from Bldg 0701 to Bldg 2902, Rm 114
2902	114A	OJT Storage Room	Formal and OJT Training (BOR)	Military and Civilian Formal Training will merge with OJT and will move from Bldg 0701 to Bldg 2902, Rm 114
2902	116	OJT Testing Room	Formal and OJT Training (BOR)	The service provider will have scheduled access to the First Term Airman Center owned Rm 116 to conduct all required testing.
4705	Open bay 2nd floor	Funds Management	Funds Management	Funds Management presently occupies 15%

Building #	Room #	Present Occupant	MEO Occupant (OSC)	Remarks
			(BOR)	of this space
3101	5403	Storage	Marketing and Publicity (BOR)	Marketing and Publicity presently occupy this space
3101	5404	Publicity	Marketing and Publicity (BOR)	Marketing and Publicity presently occupy this space
3101	5405	Marketing	Marketing and Publicity (BOR)	Marketing and Publicity presently occupy this space
3101	5406	Graphics	Marketing and Publicity (BOR)	Marketing and Publicity presently occupy this space
3101	5407	Graphics	Marketing and Publicity (BOR)	Marketing and Publicity presently occupy this space
3101	5408	Layout and Production	Marketing and Publicity (BOR)	Marketing and Publicity presently occupy this space

Note: The service provider may have scheduled access to the Testing room 241, distant learning classrooms, and the Civilian Personnel Flight (CPF) owned training room 213, to conduct all required training.

3.2.10.13 Utilization of Technology. Military personnel records are stored in a Lektriever and are tracked by Kardex software. Current operations presently maintain manual logbooks and sign-in logs rather than taking advantage of the Kardex software to the fullest extent. The MEO will utilize the full capabilities of the Kardex software, which includes record sign-in, sign-out, auditing, tracking, etc.

Resource Management (BOR) will monitor the execution of funds by taking full advantage of the Automated Business Services System (ABSS), IWIMS, Micro-based Budget Automated System (Micro-BAS), or designated replacement systems and the existing Microsoft suite of Office products by using Excel spreadsheets to track funds, accomplish standard and ad-hoc reports, and ensure bills are paid through Defense Finance and Accounting Service (DFAS).

Marketing and Publicity currently relies and will continue to rely heavily on full use of desktop computers, software, and graphics/reproduction equipment to meet the challenging demands for outstanding text and graphic products. Though the existing technology is sufficient for the demands of today, Resource Management (BOR) will

continue to research state-of-the-art technologies for eventual replacement of the current equipment and software as they become obsolete.

3.2.10.14 MEO Furnished Equipment, Materials, Supplies, and Vehicles. The MEO has accounted for and costed equipment, materials, and supplies, which include, but are not limited to, administrative supplies, decoration sets, binders, award pins, one-gun projector, copiers, and maintenance for the lektriever.

3.2.10.15 Workload Analysis. There is no foreseeable change in the historical workload set forth in the PRD for Funds Management and Marketing and Publicity, however, HR will experience a slight change as the Wing loses 350+ military positions under study (i.e., less records to be maintained, fewer decorations, less people enrolled in training and fewer going to college). This small decrease in workload may eventually be more than offset by increases in the Keesler AFB manning should missions change or new technical training schools be moved to Keesler, either of which would be addressed as a "scope" issue when or if they occurred.

3.2.11 Community Support (BORC)

3.2.11.1 Barriers to Efficient/Effective Operations in the Current Organization. The most significant and common barrier that exists is related to the ineffective use of supervisors and assigned personnel. Personnel obstacles range from excessive supervisors, personnel performing supervisor-only duties, and the inefficient use of supervisor and full-time employees.

Community Centers. More specifically, the current Community Support Flight Chief (SRV), a position that is under study with no commensurate PRD tasking, is not necessarily a barrier but foreseeing a better-structured MEO organization, it was determined to be in excess.

Library. In the Library, the supervisor is not involved in the direct output of products/services of the day-to-day operation. Other barriers are related to mission processes as with the Library's difficulties with material acquisition, inventory, and material checkout.

Fitness/Athletics. In the Fitness/Athletics centers, the supervisor/employee ratio is unbalanced contributing to multiple layers of supervision. Additionally, full-time personnel are being used to operate centers and prepare and maintain sports fields, which results in problems with scheduling, over staffing during low participation periods, and dead-time for the maintenance workers during off seasons.

3.2.11.2 Proposed Improvements. Community Support (BORC) will take the following actions to minimize/eliminate barriers and improve the overall operation.

Community Centers. The new Community Center Director (BORC) will assume "oversight/ supervisory" responsibility for the Library and Fitness/Athletics programs.

Library. The Supervisory Librarian will become more of a working supervisor, will concentrate on the overall administration, fiscal and accounting processes, facility management, budget development, short and long range library plans, office collection management, acquisition of materials, and report preparation. Inventory procedures will be improved to minimize customer service disruptions. Inventories will now be

conducted over three consecutive days during library closure and/or after hours by the entire staff. To streamline report preparation and submission, the Supervisory Librarian will have the sole responsibility of consolidating and preparing all reports. Checkout procedures will continue to be accomplished in the same manner. Cataloging, circulation, and the On-line Patron Access Catalog will be managed utilizing the Integrated Library System. It was determined that further automation would not be beneficial to the MEO library due to loss of interpersonal communications. Instead, the Head Librarian will become a more hands-on participant and as a result, reduce manpower. In lieu of the specialized management in which each manager was assigned and used in a specific area, the three person management team presently utilized will be reduced to a two person team. Management currently consists of one GS-12, Head Librarian, one GS-11, Assistant Librarian, and one GS-9 Assistant Librarian. Whereas present management spend a good portion of their time on customer service programs and issues, i.e., helping customers with research issues and conducting children reading programs, etc., these programs and customers service issues will be carried out by library technicians with the Head Librarian and Assistant Librarian concentrating their time on library administration issues and requirements.

Fitness/Athletics. To eliminate unnecessary layers of supervision in the Fitness/Athletic centers, the Director's position will be redefined to allow direct responsibility for the management of the Fitness/Athletics program. Under the current organization, three civilians and three military NCOs manage these programs. The proposed MEO staffing will reduce the number of managers to five; a Director, a recreation specialist, and three recreation assistants. The Director will be tasked with direct responsibility to plan, manage, and administer the overall Fitness/Athletics program which includes a wide variety of Fitness programming and intramural sports. The Director will also ensure base fitness requirements are met as well as providing adequate support to all Air Force and Wing sponsored events such as Mississippi Special Olympics and May National Fitness Month. The present Aerobic contract will be maintained to ensure compliance with all fitness classes and instructional programs. Contract statement of work states, "The contractor is responsible for quality control of completed services to insure the minimum standards of Air Force and Fitness directives, rules, and regulations are met. Number of classes will not exceed 20 per week with a minimum of 15 classes per week." Recreation Specialist will serve as the Dragon Fitness Center supervisor while serving as the focus point (management) of the sports program. The three Recreation Assistants will serve as Fitness Center managers and assist as needed. To address the inefficient use of supervisors and full-time employees, a pool of intermittent recreational aides was created to man the facilities and perform other customer service requirements as needed. Under the MEO, these intermittent employees will assist with the operation of the Fitness Center and also prepare and maintain sport fields. This will eliminate the dead time experienced by two full-time maintenance personnel during the off-season when the sports fields are not heavily utilized.

3.2.11.3 Mission Statement. Provide quality, cost effective Fitness, Community Center, and Library programs that meet the needs of military, family members, and other authorized patrons, while promoting the mental and physical well-being and readiness capability of the military member.

3.2.11.4 Responsibilities

Community Centers

- Provide family, youth, and single Airman recreational activities and facilities to support official and non-official functions and offer a wide variety of customer driven programs and services

Library

- Provide a collection of current reading, informational, and reference material for mission, educational, and recreational use
- Provide inter-library loans, fax and copier service (nominal fee), children's programs, special events, an assortment of classes, personalized customer assistance and briefings, and computer/Internet access with on-line capability
- Provide reading and job-required publications to unit office accounts

Fitness/Athletics

- Provide a broad and diverse range of customer driven recreational, fitness, sports, and Fitness programs and services

3.2.11.5 Organization Chart. See Attachment 5, *MEO Organization Chart*.

3.2.11.6 Concept of Operations

3.2.11.6.1 Normal Operations

Community Centers. Community Centers will offer a wide variety of customer driven programs and services at two facilities, the Keesler Community Center and the Vandenburg Community Center. The Keesler Community Center will primarily cater to permanent party and family members while the Vandenburg Center will cater to the non-prior service student population. The Keesler and Vandenburg Community Centers will offer a wide range of instructional classes, artistic performances, and age specific entertainment opportunities. The services selected and provided will comply with customer interest and demand, USAF CORPORATE PRISM surveys, and core program guidance within the constraints of NAF support levels. Additionally, each Community Center will ensure adequate support is provided to all Air Force and wing sponsored events such as the annual Open House, Hanger Dance, Tops in Blue, and Teen and Family Talent Program by providing entertainment and refreshments. The current Community Center Director reports to the Services Family Member Support Flight and is responsible for servicing both community centers. Under the MEO, the Community Center Director will manage both centers and will report to the Chief, Resource Management (BOR). A single workforce will be utilized to operate each facility. Personnel will be capable of performing duties as recreational specialists and will be used interchangeably in both the Keesler and Vandenburg Community Centers. The Community Center Director will be responsible for planning, managing, and administering the overall community center program and ensure compliance with services directives and Golden Eagle Standards. The Community Center Director will be supported by four APF positions, a recreation specialist, two recreation assistants, and one office automation clerk. NAF programs will be supported by a pool of NAF flexible

employees to include three community center operations assistants, eight recreational aides, two cashier/checkers to cover snack bar operations, and two custodial workers. Each NAF employee will receive approximately 20 plus hours per week based on program demands/schedule for any particular week. NAF custodial workers will support only NAF programs with the base APF contract supporting all other daily, weekly, and monthly requirements as outlined in contract. The Community Center Director will have the additional responsibility of serving as "oversight" supervisor for the Library and Fitness/Athletics programs.

Library. Within the Library, the Supervisory Librarian will report to the Community Center Director. The Supervisory Librarian will be responsible for the administration of the multi-unit library and information system with direct responsibility of ensuring AFI compliance. The Supervisory Librarian will also ensure Golden Eagle standards, which define operational requirements, are met. Basic responsibilities to provide a collection of current reading, informational, and reference material for mission, educational, recreational use remain unchanged. Normal library services such as inter-library loans, fax and copier service, children's programs, special events, classes, customer assistance and briefings, and on-line access will continue to be provided. Acquisition proceedings will remain unchanged; however, this responsibility will become part of the duties performed by the Supervisory Librarian in lieu of a dedicated full-time employee. Personalized customer assistance will be provided by the by the Assistant Librarian to manage the On-Line Patron Access Catalog. The Supervisory Librarian will also be responsible for program planning. This will reduce the three-person management team system now in place, to a two-person system. A pool of six intermittent APF library technicians will be utilized to man the facility, perform routine customer service tasks and assist as necessary to meet customer and program demands. Library technicians will also conduct many of the various library programs, i.e., children programs, holiday special events, and other duties presently being performed by supervisory personnel. This will free up managers to concentrate on their primary areas of responsibility.

Fitness/Athletics. Within Fitness/Athletics, the Fitness Center Director will report to the Community Center Director. The Fitness Center Director will be a working supervisor with core duties of planning, managing, and administering the overall fitness and sports program in addition to other required duties. The Fitness Center Director will also ensure Fitness/Athletics programs comply with AFIs and meet Golden Eagle standards. Presently, three civilian and three military personnel are used to manage the Fitness Centers. Under the MEO, five managers will perform these duties, the Fitness Director, a recreation specialist and three recreational assistants. The recreation specialist will assist the Fitness Director with the day-to-day operation of the Sports Program as well as serve as supervisor of the Dragon Fitness Center. Two of the three recreational assistants will serve as managers of the Blake and Triangle Fitness Centers and provide support and assistance as required within the overall Fitness/Athletics program. The third recreational assistant will assist both the Fitness Director and Recreation Specialist while also serving as backup to the recreation assistants for leave, TDY, illness, etc. Each Fitness Center manager will be responsible for opening and closing the facilities, scheduling the facilities to meet sports program demands and customer requests, scheduling staff, maintenance of personnel records, maintenance and cleanliness of interior and exterior (a 50 foot radius, unless covered by grounds maintenance) of facilities, and equipment.

The Fitness Center managers will ensure Golden Eagle standards are met within their respective center and will administer the men's and women's varsity/intramural program and ensure that each fitness center conducts monthly customer driven special events. Under the Fitness/Athletics Program, the MEO will develop, coordinate, and conduct exercise programs to meet both individual and group needs. A wide array of exercise equipment (levels of equipment as identified within the Golden Eagles Standards) will be provided with instruction on the proper and safe use of equipment. Fitness conditioning and weight loss programs will also be provided to include both individual and group trainers and classes. Community Support (BORC) will provide support, as needed, to the Base Health and Wellness Center and other base/squadron fitness programs. Managers of the Blake and Triangle Fitness Centers will rotate every six months to ensure each maintain a working knowledge of both centers. Instead of using full-time employees, all fitness centers will share a pool of intermittent APF recreational aides to man facilities, meet customer service requirements, wash, dry, and fold towels. Supervisors at the Triangle and Dragon will be responsible for the transfer of soiled and clean towels between the two centers. The actual pick up and delivery of towels to and from the Dragon Fitness Center will be accomplished by the recreational aides assigned to field maintenance with twice daily runs (morning run as they go out to prepare fields and an afternoon pick up/delivery as they come in). Maintenance, cleaning, and replacement of official uniforms for Fitness Center personnel will be accomplished by each center. Additionally, Fitness Center managers will use part-time personnel to accomplish facility maintenance of softball fields, football and soccer fields, tennis courts, and running tracks. Under normal conditions, in addition to the on duty supervisor, the Fitness Centers will be staffed with two or more recreational aides during peak times and one or more recreational aides during slow periods. The use of intermittent recreational aides to man and operate centers and prepare sports fields will allow for the elimination of two full-time maintenance positions. Also, using part-time employees will reduce the dead-time associated with seasonal requirements to prepare and maintain sports fields. The Fitness Center Director will monitor all contracts.

3.2.11.6.2 Surge/Disaster Operations

Community Centers. Community Center surge periods usually occur on Friday and Saturday nights between 7:00 PM and 11:00 PM, which are the result of live bands and/or DJs playing music. Additional staff will be scheduled to handle increased workloads involving cash collections, age verification, and crowd control/security. Additionally, increased staff will be required to operate food concessions when needed. Both APF and NAF staffing levels as provided within the MEO are adequate to allow for the scheduling of additional personnel to meet all surge periods. The Community Center Director will be directly responsible for scheduling sufficient personnel to meet surge/disaster requirements.

Library. The Supervisory Librarian will be responsible for scheduling sufficient staff to meet surge/disaster requirements for the Library. A pool of six part-time library technicians is available to meet all surge requirements (Aug – Oct). These library technicians will also provide the manpower needed to operate the library during library orientations, assist in the Library Annual Report, holiday special events, and summer reading programs.

Fitness/Athletics. The Fitness Center Director will be responsible for meeting surge/disaster requirements within the fitness program. During peak periods of operation, a core staff of at least one manager located at one of the three facilities and two or more recreational aides will be utilized. Peak hours for each center as identified within the PRD are 5:00 AM to7:00 AM, 10:00 AM to 1:00 PM, and 4:00 PM to 9:00 PM for Blake, 11:00 AM to1:00 PM, and 4:00 PM to 7:00 PM for Dragon, 11:00 AM to 1:00 PM, and 4:00 PM to 8:00 PM for the Triangle. Managers leaders and recreational aides staffing levels are adequate under the MEO plan to allow for the scheduling of additional personnel to meet all surge periods.

When notified of natural disasters or actual contingencies IAW with 81st TRW Plan 10-2, all employees will follow the instructions outlined in the appropriate checklists. Within the entire Community Support (BORC) organization, management will ensure that sufficient personnel, facilities, equipment and/or supplies are made available if needed to meet base requirements. In the event of natural disasters such as hurricanes, etc., Community Support (BORC), as a non-mission essential organization, will close after securing facilities, funds, and equipment. Management will ensure personnel will be made available to support other MEO activity readiness requirements as needed. Upon the all-clear notice all personnel will report back for duty and aid as directed to bring the facilities back on line and/or support other MEO programs as directed.

3.2.11.7 Hours of Operation

Community Centers. The Keesler Community Centers hours of operation will be program driven with a basic workweek of Monday through Friday from 6:30 AM to 10:00 PM. The center will be open on CWS Fridays and Saturdays from 11:00 AM to 10:00 PM and closed on Sundays and Federal Holidays. The Vandenburg Center hours of operation will also be program driven with a basic workweek of Monday through Thursday from 9:00 AM to 10:00 PM, CWS Thursdays from 9:00 AM to 12:00 midnight, Fridays from 9:00 AM to 12:00 midnight (IAW event program/schedule), Saturdays from 10:00 AM to 12:00 midnight, and Sundays and Federal Holidays from 12:00 noon to 7:00 PM. The only Federal Holiday that the Vandenburg Center will be closed is Christmas.

GS/FWS-Series-Grade	Classification/Duty Title	KEESLER CENTER - Standard Week of Monday–Friday 6:30 AM to 10:00 PM CWS Friday and Saturday 11:00 AM to 10:00 PM, Closed Sunday and Federal Holidays VANDENBURG CENTER – Standard Week of Monday–Thursday 9:00 AM to 10:00 PM CWS Thursdays 9:00 AM to 12:00 midnight, Fridays 9:00 AM to 12:00 midnight, Saturdays 10:00 AM to 12:00 midnight, Sundays and Federal Holidays (closed Christmas) 12:00 noon to 7:00 PM
GS-0301-11	Supervisor, Community Support	1*
GS-188-07	Recreation Specialist (Community Activities)	1*
GS-189-05	Recreation Assistant (Sports Activities)	2*
GS-0326-04	Office Automation Clerk	1
NF-1101-2	Community Center Operations Assistant	3**
NF-0189-1	Recreational Aid	8**
NF-2091-1	Cashier-Checker	2**
NF-3566-2	Custodial Worker	2**
* Community Center Director and both Recreation Specialists will work Flexible schedules as program demands. The plan, under normal conditions, is to have one supervisor and/or one NAF manager in each facility at all times. **All NAF employees are "Flexible" employees with a flexible duty schedule as program demands. Basic workweek will be 20 plus hours per week based on program demands. Additional NAF hours may be required to cover illness, leave, vacancies, etc. APF leave, illness, vacancies, etc., will be picked up by the three APF management positions and/or assistant from BOR.		

Library. The Library hours of operation will be a standard workweek of Monday through Thursday from 10:00 AM to 8:00 PM, Fridays from 12:00 noon to 5:00 PM,

open Saturday from 10:00 AM to 5:00 PM, and Sunday 12:00 noon to 5:00 PM. The Library is closed on holidays.

GS/FWS-Series-Grade	Classification/Duty Title	Standard Week of Monday – Thursday 10:00 AM to 8:00 PM, Fridays 12:00 noon to 5:00 PM, Saturdays from 10:00 AM to 5:00 PM, and Sunday 12:00 noon to 5:00 PM. (excludes Federal Holidays)
GS-1410-11	Supervisory Librarian	1*
GS-1410-09	Librarian	1*
GS-1411-05	Library Technician (Office Automation)	3**
GS-1411-04	Library Technician (Office Automation)	3**

*Supervisory Librarian and Librarian will both work a flexible schedule of both days and weekend coverage responsibilities whereby one or both will be in the Library at all times under normal conditions. During illness, leave, vacancies, etc., of the Head Librarian or Librarian one of the three GS-5 Library Technician will be appointed to serve as "supervisor on duty" for that period. All library technicians will also work flexible schedules.

**Library technicians are all intermittent employees and all will work flexible schedules as necessary to meet program demands.

The plan is to have four people (one supervisor and three technicians) on duty during peak periods and two during slow periods - with three being the norm (one supervisor and two technicians).

Fitness/Athletics. The hours of operation for each fitness center are as follows: the Blake Center will have a standard workweek of Monday – Friday 4:30 AM to 10:30 PM, CWS Fridays, Saturdays, Sundays, and Federal Holidays 8:00 AM to 7:00 PM. The Dragon Center will have a standard workweek of Monday – Friday 6:00 AM to 8:00 PM and closed on CWS Fridays, Saturdays, Sundays, and Federal Holidays. The Triangle Center will have a standard workweek of Monday – Friday 10:00 AM to 9:00 PM and 12:00 noon to 6:00 PM CWS Fridays, Saturdays, Sundays, and closed on Federal Holidays.

GS/FWS-Series-Grade	Classification/Duty Title	BLAKE CENTER - Standard Week of Monday–Friday 4:30 AM to 10:30 PM, CWS Fridays, Saturdays, Sundays, and Federal Holidays 8:00 AM to 7:00 PM DRAGON CENTER – Standard Week of Monday–Friday 6:00 AM to 8:00 PM and closed on CWS Fridays, Saturdays, Sundays, and Federal Holidays TRIANGLE CENTER – Standard Week of Monday–Friday 10:00 AM to 9:00 PM and 12:00 noon to 6:00 PM CWS Fridays, Saturdays, Sundays, and closed on Federal Holidays
GS-0030-09	Supervisory Fitness and Sports Specialist/Fitness Center Director	1*
GS-0188-07	Recreation Specialist	1*
GS-0189-05	Recreational Assistant/Sports Activities	3*
GS-0189-04	Recreational Assistant (Sports Activities)	6**
GS-0189-03	Recreation Aid /Recreational Aid (Fitness)	8**
*The Director, a Recreation Specialist and three Recreation Assistants will all work a varied schedule as program demands with a 40 hour basic work week. **Intermittent employees will work a varied schedule of 20 plus hours per week. Under normal conditions the plan is to have a supervisor at one of the three facilities per shift and two or more Recreational Aides on duty during peak periods and one or more Recreation Aides during slow periods within each center.		

3.2.11.8 Personnel Analysis. Community Support (BORC) will be staffed with a mixture of full-time and seasonal intermittent personnel as set forth in Attachment 6, *MEO Personnel Analysis*. Staffing was based on the OA and SIAM discussed under paragraphs 3.1.2 and 3.1.4 and summarized in Attachment 7, *Operational Audit (OA) Summary*, with final FTE determinations as set forth in paragraph 3.1.5 and in Attachment 8, *Final FTE Determination*. A MAF of 167.25 was applied to a percentage of the Community Support (BORC) taskings to derive the intermittent manning. A staffing mix analysis was performed to identify the amount of overtime, if any, required

for each section by General Schedule and/or Federal Wage System Series Number, however, no overtime requirements were identified for Community Support (BORC). Holiday pay, Sunday premium pay, and night differential pay have been accounted for and costed. As identified by management and as required to meet certification requirements and/or to keep activities managers and key personnel abreast of new trends within their respective programming, personnel will attend Air Force sponsored workshops and/or other training venues, however, such travel is deemed as "government directed" and is therefore not costed.

Community Centers. The Community Centers operation requires minimal improvement in process efficiency. However, under the MEO, the current flight chief's position will be eliminated and management responsibilities given to the Community Center Director. The Community Center Director will use both full-time APF and intermittent NAF employees to provide the level of services required by the PRD. In addition to the Community Center Director, one full-time recreation specialist, two full-time recreation assistants, one full-time office automation clerk, three intermittent operations assistants, eight intermittent recreation aides, two intermittent cashiers/checkers, and two intermittent custodial workers will conduct Community Center (BORC) operations. This staffing approach will provide the Community Center Director with the needed staff to operate the Keesler and Vandenburg Community Centers using a flexible duty schedule to meet the prescribe hours of operation, ensure there is a supervisor or a night manager in each facility during operating hours, and ensure sufficient staff personnel are available to provide the services and programs needed to meet the recreational and entertainment requirements of Keesler's diverse population.

Library. The Library's present staff is over-tasked contributing to delayed decision making and wasted man-hours expended accomplishing routine reports and administrative responsibilities. Management presently consists of a three-person system that is supported by a fourth specialist position for acquisition of collection materials. Under the MEO, one Supervisory Librarian will be responsible for the planning and administration of the library. One assistant librarian will be utilized in place of the two present specialist positions. The assistant librarian will manage the computer system administration and programming. Management/supervisory personnel are presently performing many routine programs and customer service tasks, e.g., children reading programs, customer assistance, etc. The MEO plans to perform these programs using intermittent library technicians. This strategy will free up management to accomplished management and technical requirements. The MEO will also require the Supervisory Librarian to be directly responsible for the acquisition of collection materials, thus eliminating a full-time library technician position. While the present system tasks full-time personnel to perform routine customer service tasks, the MEO will utilize a pool of intermittent library technicians to accomplish customer service tasks resulting in a substantial savings in personnel benefits without reducing the quality of service.

Fitness/Athletics. The Fitness/Athletic program is top heavy with management consisting of three civilians and three military supervisors. Under the MEO, the plan is to reduce management to a Fitness Director, a recreation specialist and three recreational assistants. The Director's position is responsible for planning, managing, and administering overall sports and fitness programs, including intramural/varsity sports,

extramural, and enhanced programs, budgeting, and personnel management. The recreation specialist will assist the Director with the management of the Sports Program while serving as the supervisor of the Dragon Fitness Center. The three recreational assistants will also serve as Fitness Center managers and assist as needed within the overall Fitness Program. Also of concern within the present organization is the use of all full-time employees to accomplish routine customer service requirements. The MEO will utilize a pool of intermittent recreational aides to man facilities, meet customer service requirements, prepare sports fields, and perform any/all other requirements as necessary. These actions will allow for more efficient scheduling of personnel, improved customer service, and the elimination of dead time within the field preparation and maintenance area. The initial requirement for all Fitness personnel to meet fitness certification standards will be accomplished on-site thru the Coopers Institute. As new replacement employees come on board they will receive training from the Coopers Institute as necessary.

3.2.11.9 Utilization of Subcontracts

Community Centers. In addition to concessionaire contracts for the barber shop and transportation services, other NAF contracts for patron services, entertainment, and special events will be implemented and established based on program and customer demand when such contracts prove to be cost effective and the expense to the NAF can be recovered through patron fees.

Library. The Library presently utilizes three subcontracts to support program requirements. The first is the McNaughton Bodort book circulation contract that provides the latest bestseller books on a rotating basis. The second is the Dynx Circulation System contract that keeps the circulation system computers up and running. The third is the LandMark Audio contract, which provides audiotapes and CDs to the Library. It is the MEO's plan to maintain these contracts. All subcontracts are paid out of local APFs.

Fitness/Athletics. The Fitness/Athletics Center will retain the contracts for Sports Officials, Aerobics Instructor, Cardiovascular Equipment Maintenance, Dust Mops and Mats, and NAF Vending contracts. The present towel contract will be discontinued and the cleaning/drying will be moved in-house utilizing washers and dryers in place at the Blake and Triangle centers. Supervisors at the Triangle and Dragon will be responsible for the transfer of soiled and clean towels between the two centers. The actual pick up and delivery of towels will be accomplished twice daily by the recreational aides assigned to field maintenance (morning run as they go out to do the fields and a afternoon run as they complete their field maintenance tasking). Recreational Aides, as part of their normal duties and responsibilities, will now perform this work. Under the present system, the staff washes and dries approximately 25% of the requirement. The FY02 contract cost did not meet all requirements.

3.2.11.10 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, Special Tools and Equipment). The 400 plus EAID and Non-EAID equipment items as listed under Appendix FB & FC as GFP is considered adequate to meet all program requirements.

3.2.11.11 Utilization of Vehicles. No government-furnished vehicles have been assigned specifically for Community Center or Library operations. However, should transportation be required (e.g., movement of equipment and supplies, etc.) a request will be coordinated through the Chief, Resource Management (BOR). The two government-furnished pick-ups and single tractor assigned for Fitness/Athletic program requirements are adequate. However, a Gator, presently being used was not identified as government-furnished and is a must have for field maintenance.

3.2.11.12 Utilization of Facilities. Community Center facilities identified within Appendix 2.FA are adequate to include the two outdoor storage buildings contained in the fenced area around Building 2221. Fitness/Athletics facilities 7504, 1201, and 4106, Triangle, Blake, and Dragon Centers are adequate in meeting program requirements. Under the MEO, the Fitness Center staff will maintain sports fields 7508, 7509, 1901, 1604, 1605, 1301, 6016, 3905, and 7414. These facilities are also adequate to meet all program requirements. In compliance with applicable publications and Golden Eagle Standards, other Services facilities, including swimming pools and the golf course, will be made available as needed in support of fitness programming.

3.2.11.13 Utilization of Technology. Industry standard automation programs will be fully utilized to help manage and/or administer program requirements. While no significant technological programs currently exist, any and all available industry enhancing programs will be pursued as they support operational needs. The Library's present collection and circulation systems, as dictated by Air Force, are effective and efficient.

3.2.11.14 MEO Furnished Equipment, Materials, Supplies, and Vehicles. In addition to the acquisition of a Gator, the MEO has accounted for and costed equipment, materials, and supplies which include, but are not limited to, safety equipment, administrative supplies, miscellaneous materials required to perform sport field maintenance, washer/dryer maintenance costs, soap, towels, and athletic supplies to include bats, balls, nets, and trophies.

3.2.11.15 Workload Analysis. Current workload as identified is adequate to meet mission requirements and customer service needs. No changes in mission and/or customer service are foreseen.

3.2.12 Housing/Dorm Management (BORH)

3.2.12.1 Barriers to Efficient/Effective Operations in the Current Organization. There is a workload surge during the summer months due to increased Permanent Change of Station (PCS) moves as well as periodic mass deployments; however, current staffing does not increase during these surge periods.

3.2.12.2 Proposed Improvements. To eliminate the staffing shortage during the summer months due to increased PCS moves and mass deployments, the facility inspectors will be trained in-house to work with, as an additional duty, the Assistance side to process government housing occupants for military family housing.

3.2.12.3 Mission Statement. Provide comfortable, clean, and well-maintained homes and dormitories for military members and families assigned to Keesler AFB, improve living conditions through well-planned and executed facilities and furnishings upgrade

programs, assist in obtaining comfortable and affordable community living accommodations, and provide service that meets the customers' expectations.

3.2.12.4 Responsibilities

- Provide on and off-base housing information to all military personnel assigned or attached to Keesler AFB
- Participate in planning, programming, requisitioning, and designing government housing and dormitory renovation projects
- Provide Rental Partnership Program and provide program information to community housing customers
- Maintain an up-to date database for rental/sales listings of off-base housing
- Respond to complaints and provide mediation for landlord/tenant disputes
- Process government housing occupants for government owned or controlled housing and permanent party dormitories, e.g., maintain waiting lists, assign and terminate occupants, review and approve reimbursement requests, assist customer with household goods storage and relocation. Advise customers concerning environmental hazards. Provide Environmental Protection Agency (EPA) Pamphlet. Obtain occupant's acknowledgement of receipt of lead-based paint/asbestos disclosure letter.
- Manage and control dormitory cubicle storage and distribute initial linen to dormitory residents
- Assist in the development and implementation of various installation plans, e.g., Housing Community Plan (HCP), Housing Master Plan (HMP), Dormitory Master Plan (DMP), Housing Market Analysis (HMA) and General Officer Quarters (GOQ) Five Year Improvement Plan. Provide current information regarding the condition, demographics, age, etc. of housing units. Act as coordinator for Dormitory Improvement committed QIC meetings and create/coordinate Quarters Improvement Plan (QIP) (long-range dormitory plan).
- Maintain housing keys, policy documents, statements, and instructions. Develop and maintain key control plans.
- Validate loss or damage to housing, equipment, or furnishings.
- Provide to Grounds and Site Maintenance a listing of housing units that are vacant. Provide occupancy listing to base agencies.
- Develop, maintain, and provide the Keesler AFB Housing Brochure and Dormitory Occupant Handbook. Keep customers informed on current housing related issues. Provide housing recognition programs.
- Notify the appropriate Defense Finance office when a change in housing status occurs for members of all branches of service.
- Maintain an up-to-date database for rental/sales listings of off base housing and provide customized listings. Provide referral listings for suitable off-base housing. Provide Home Buyer Seminars and customer access to telephones.

- Evaluate and recommend corrective action for occupancy rates in FH and permanent part dormitories. Perform an analysis of all family distribution. Review essential housing positions list with base senior leadership.
- Process government housing occupants.
- Provide Quality Assurance Inspections for Family Housing Maintenance Contract and Furnishing Management contract.
- Conduct initial (pre-occupancy), pre-final (pre-departure) and final (departure) inspections in FH and pre-final (pre-departure) and final (departure) inspections on permanent party dormitories. Receive, process, and recommend action on special written request for priority placement in housing. Provide and assist customers with advance applications in information.
- Validate loss or damage to housing, equipment, or furnishings.
- Provide budget estimates and actual cost data to the financial manager, base senior leadership, or headquarters.

3.2.12.5 Organization Chart. See Attachment 5, *MEO Organization Chart*.

3.2.12.6 Concept of Operations.

3.2.12.6.1 Normal Operations. Housing/Dorm Management (BORH) is mandated by AFI 32-6001 *Family Housing Management*, AFI 32-6003 *General Officers Quarters*, AFI 32-6004 *Furnishings Management*, and AFI 32-6005 *Unaccompanied Housing.* Housing/Dorm Management (BORH) operations consist of providing clean and well maintained homes (1,527) and dormitories (ten dorms or 970 rooms) and assists in obtaining comfortable and affordable living off base. Housing/Dorm Management (BORH) consists of two main entities -- Assistance and Facilities, and will incorporate 17 personnel. The Housing Manager reports directly to the Chief, Resource Management (BOR) and provides budget estimates and actual cost data to the financial manager, base senior leadership, and/or headquarters, and is responsible for the overall management of the housing office, unaccompanied dormitories, and furnishings management and will directly supervise the Assistance portion of the housing office. The Assistance portion of housing will consist of five personnel consisting of three counselors, one housing referral person and one automation clerk and will report directly to the Housing Manager. The unaccompanied Housing/QAE Furnishings Management Supervisor will report directly to the Chief of Facilities and will supervise three Dormitory Management Assistants. The Dormitory Management Assistants will report directly to the Unaccompanied Housing/QAE Furnishings Management supervisor. The Supervisory Chief of Facilities will report directly to the Housing Manager and will supervise the Housing Inspectors/QAE Furnishing Manager. The "How To" of each portion of the Housing Flight is mandated by the AFIs outlined in the Management Plan, paragraph 3.2.12.6 and the TPP, paragraph 2.1.4.2. The Housing Manager will participate in planning, programming, and designing government housing and dormitory renovation projects such as the Dormitory Master Plan (DMP), Housing Market Analysis (HMA), and the General Officer Quarter (GOQ) Five Year Improvement Plan. Provide current information regarding the condition, demographics, age, etc, of housing units. Act as coordinator for Dormitory Improvement Committee meetings and create/coordinate the Quarters

Improvement Plan (long-range dormitory plan). Provide budget estimates and actual cost data to the financial manager, base senior leadership, and/or headquarters. Advocate, justify, and prioritize outlying year housing maintenance, repair, replacement, and construction requirements. Evaluate and recommend corrective action for occupancy rates in FH and permanent Party dormitories. Perform and analysis of all family distribution. Review essential housing positions list with base senior leadership. Establish a budget and monitor funds disbursement for local drayage and storage. The Housing Manager is also designated key and is responsible for the Disaster Preparedness Support Team.

The Assistance portion of Housing/Dorm Management (BORH) assigns and terminates family housing. Prepares paperwork to start and stop Basic Allowance for Housing (BAH) and Basic Allowance for Subsistence (BAS), certifies eligibility for dislocation allowance for unaccompanied customers, assists with setting up appointments for movement of household goods, prepares orders for authorized non-temporary storage, assists customers in preparing request to Traffic Management Office for extension of household goods storage, maintains waiting list for available housing, and provides reports to MAJCOM and Base Units. Notify the appropriate Defense Financial office when a change in housing status occurs for members of all branches of service. Maintain housing keys, policy documents, statements and instructions. Develop and maintain key-control plans. Provide to Grounds and Site Maintenance a listing of housing units that are vacant. Provide occupancy listings to base agencies. Advise customers concerning environmental hazards. Provide Environmental Protection Agency (EPA) Pamphlet as needed. Obtain occupant's acknowledgement of receipt of lead-based paint/asbestos disclosure letter.

Housing Referral, also part of the Assistance, provides military personnel accurate and complete information on available, adequate, and affordable off-base housing. Provides a Rental Partnership Program and provides printed materials and information on local schools and Gulf Coast area maps. Maintains an up-to-date database for rental/sales of off-base housing, provides referral listings for suitable off-base housing. Actively seeks support from the community for adequate housing for Keesler AFB. Responds to all complaints, provides mediation for landlord/tenant disputes, investigates housing discrimination complaints, and works closely with the Judge Advocate Office.

The primary duties of the Facilities portion of Housing/Dorm Management (BORH) are inspections and dormitory management. Facility Inspectors conduct initial (pre-occupancy), pre-final (pre-departure), and final (departure) inspections on housing units and pre-final (pre-departure) and final (departure) inspections on permanent party dormitories. Validate loss or damage to housing, equipment, or furnishings. Receive, process, and recommend action on special written request for priority placement in housing. Provide and assist customers with advance applications and information. Work with the Assistance side with assigning and terminating government quarters. Provide Quality Assurance Evaluation (QAE) Inspections of the MFH Maintenance and Furnishings Management contracts. Grounds inspectors inspect all housing units (1527) once weekly for compliance of base regulations, grass, storage sheds, yard pools, fences, etc. Dormitory Management in-processes and out-processes unaccompanied permanent party military members, performs inspections of rooms, and conducts security and safety

checks of grounds. Manages and controls cubicle storage and distributes initial linen to dormitory residents. The office automation clerks will type reports, make up flyers, answer phones, greet customers, and all other office administrative duties.

3.2.12.6.2 Surge/Disaster Operations. A man-made or natural disaster will have the MEO ceasing all but real time emergency response and recovery actions. Disaster preparation and recovery will take top priority during both man-made and natural disaster.

3.2.12.7 Hours of Operation. Housing/Dorm Management (BORH) will operate on a compressed work schedule (CWS) -- during the standard week: Monday through Thursday, excluding Federal Holidays, from 7:00 AM to 4:45 PM and on Fridays from 7:00 AM to 3:45 PM; and during the compressed week Monday through Thursday, excluding Federal Holidays, from 7:00 AM to 4:45 PM, with the Friday off being commensurate with the Base's CWS schedule. Customer Service Hours are 8:00 AM – 4:00 PM Mon - Thurs and from 8:00 AM to 3:00 PM on non-compressed work schedule Fridays. Housing/Dorm Management (BORH) is closed on compressed work schedule Fridays.

GS/FWS-Series-Grade	**Classification/Duty Title**	**Standard Week of Monday-Thursday 7:00 AM – 4:45 PM and every other Friday of the CWS 7:00 AM – 3:45 PM (excludes Federal Holidays)**
GS 1173-11	Housing Manager/Housing Manager	1
GS-1173-09	Supervisory Housing Management Assistant/Chief of Facilities	1
GS-1173-07	Housing Management Assistant/Housing Inspector/QAE	5
GS-1101-07	Housing Referral Assistant/Housing Referral Assistant	1
GS-0326-03	Office Automation Clerk	1
GS-1173-05	Housing Management Assistant/Dormitory Mgt Assistant	3
GS-1173-07	Housing Management Assistant/Unaccompanied Housing/QAE Furnishing Management	1
GS-1173-04	Housing Management Assistant/Housing Grounds Inspector	1
GS-1173-07	Housing Management Assistant/Housing Counselor	2

GS/FWS-Series-Grade	Classification/Duty Title	Standard Week of Monday-Thursday 7:00 AM – 4:45 PM and every other Friday of the CWS 7:00 AM – 3:45 PM (excludes Federal Holidays)
GS-1173-05	Housing Management Assistant/Housing Counselor	1

3.2.12.8 Personnel Analysis. Housing/Dorm Management (BORH) will be staffed as set forth in Attachment 6, *MEO Personnel Analysis*. Staffing was based on the OA and SIAM discussed under paragraphs 3.1.2 and 3.1.4 and summarized in Attachment 7, *Operational Audit (OA) Summary*, with final FTE determinations as set forth in paragraph 3.1.5 and in Attachment 8, *Final FTE Determination*. A staffing mix analysis was performed to identify the amount of overtime, if any, required for each section. This analysis identified all overtime hours by General Schedule and/or Federal Wage System Series Number. All identified overtime costs have been included in WinCompare. There is no other special or premium pay associated with Housing/Dorm Management (BORH). No travel is required or anticipated and thus none was costed for Housing/Dorm Management (BORH).

3.2.12.9 Utilization of Subcontracts. Housing/Dorm Management (BORH) will utilize and manage MEO subcontracts to provide furnishings management, which includes installation of furniture but does not include ordering or purchasing of furniture and MFH Maintenance through extension of the existing contract until such time as transition activities can be completed and a follow-on acquisition can be competed. The existing contract has been reviewed and analyzed to ensure the current requirements are consistent with the requirements of the PRD. Housing/Dorm Management (BORH) requires no other subcontracts.

3.2.12.10 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, Special Tools and Equipment). Government furnished tools and equipment are sufficient to efficiently and effectively meet the day-to-day requirements of the PRD. These items are listed in the Technical Library under Appendix FC, FF, and FE under CEH. Housing/Dorm Management (BORH) equipment is located in Bldg 0701, Rm.118 and consists of office furniture, equipment, and amenities such as silk flowers, plants, pictures etc., as outlined in appendix FC Pg. 10-FC-1 and 2. Dormitory GFP is located in Bldg 4904, Rm.127 and consists of office furniture, equipment, tools and equipment to maintain the dormitories and grounds, as outlined in appendix FC Pg. 10-FC-3 and 4.

When it is no longer feasible for equipment to be repaired, the government will replace it. ADPE will be maintained by the WGMs in BO consistent with AFI 33-115, Vol 1 and elevated to the Little BOS service provider when maintenance issues exceed the capabilities of the WGMs.

3.2.12.11 Utilization of Vehicles. The government-furnished vehicles assigned to Housing/Dorm Management (BORH) are adequate to meet operational needs.

3.2.12.12 Utilization of Facilities. Housing/Dorm Management (BORH) operations will be conducted in the following locations: Bldg 0701, Room 118 – Housing Office; Bldg 4513 (portion) Furnishings Management Warehouse and Office; Bldg 4904 (portion), Dormitory Managers Office, Rm. 127, 1st floor dayroom; Bldg 4005 (portion); West side dock area and facility used for MFH Maintenance contractor's area of operations and warehouse.

3.2.12.13 Utilization of Technology. Government furnished technology is sufficient and being optimally utilized for efficient and effective performance. These items are listed in the Technical Library under Appendix FC, FF, and FE under CEH.

ACES maintenance and database management will be provided by the WGMs and FSAs in BO and elevated to the Little BOS service provider when maintenance issues exceed the capabilities of the WGMs and FSAs.

3.2.12.14 MEO Furnished Equipment, Materials, Supplies, and Vehicles. The MEO has accounted for and costed equipment, materials, supplies, and vehicles which include, but are not limited to, cell phones, safety equipment, administrative supplies, soap, respirators, and miscellaneous materials required to perform dormitory repairs and general maintenance. These items are listed in the Technical Library under Appendix FC, FF and FE under CEH.

3.2.12.15 Workload Analysis. Summer months, after school is out, shows an increase in the number of assignments, terminations, and inspections of government housing. Permanent party dorms also see an increase in workload.

3.2.13 Supply Operations (BORS)

3.2.13.1 Barriers to Efficient/Effective Operations in the Current Organization. Barriers to efficient and effective operations in the current Customer Service operations include multiple layers of supervision, no cross utilization of personnel, and like functions being performed in multiple elements. There is a duplication of effort in MICAP and Stock Control processes where both functions are performing supply transactions that involve requisitioning supplies, obtaining status from supply depots, and assisting customers with supply requests. The existing Customer Service and Customer Liaison offices perform identical functions by assisting customers with inquires and problems. Existing Customer Service operations are located in an industrial area not readily accessible to base customers.

3.2.13.2 Proposed Improvements. Duplication of effort and multiple layers of supervision will be eliminated by consolidating the Management and Systems Flight and certain Combat Operations functions into Supply Operations (BORS). The Chief, Supply Operations (BORS) will become the senior supply officer and report directly to Chief, Resource Management (BOR). Demand Processing, Records Maintenance, and Awaiting Parts (AWP) procedures will remain unchanged. Stock Control and MICAP functions will be combined to centralize requisitioning and monitoring priority and routine supplies and equipment requirements. Equipment Management, Procedures and Analysis, Document Control, and Inventory functions will be aligned under Supply Operations (BORS) to group like functions and provide customers with one-stop service. Supply Point and Bench Stock (except delivery) functions will also be consolidated into Supply

Operations (BORS). Supply technicians will be cross-utilized within Supply Operations (BORS). The existing Computer Operations functions will realign and become part of the computer operations directly under the MEO Director. Supply Operations (BORS) will relocate to Building 4002, Room 126.

3.2.13.3 Mission Statement. Provide quality services to meet the supply, material, and equipment needs of Keesler AFB and supported units.

3.2.13.4 Responsibilities

- Conduct supply customer Block Training
- Manage equipment
- Process customer issue requests
- Supply and validate bench stocks
- Manage/maintain AFEMS
- Maintain Special Purpose Recoverable Authorized Maintenance (SPRAM)
- Manage and inventory property
- Perform problem resolution
- Manage the Zero Overpricing Program
- Provide management reports
- Coordinate with the Supply Management Activity Group (SMAG)
- Maintain HTSAs and Deployment Plans
- Manage Precious Metal Recovery Program
- Property Disposition
- Requisition submittal
- Monitor status
- Perform MICAP management
- Manage excess
- Manage Readiness Based Leveling
- Maintain Special Levels
- Manage AWP
- Equipment Accountability
- Manage all equipment accounts for the MEO

3.2.13.5 Organization Chart. See Attachment 5, *MEO Organization Chart*.

3.2.13.6 Concept of Operations

3.2.13.6.1 Normal Operations. The Chief, Supply Operations (BORS) is designated as the senior supply representative and will report directly to the Chief, Resource Management (BOR). The senior supply representative will perform required reporting to command and higher headquarters, provide management reports, and maintain close coordination with the SMAG. A lead supply specialist will assist the section chief by passing on instructions from the supervisor, assigning tasks, and ensuring work assignments are completed and all functions are staffed to meet customer requirements. Two supply technicians will process supply transactions such as customer issue requests, records maintenance, and research will be performed without change. Stock Control and MICAP functions will be merged, staffed with three supply technicians and aligned directly under Supply Operations (BORS). This will allow better management of backordered MICAP or AWP items and monitor status of requisitions for out-of-stock items. This results in a single control point for managing requisitions and full utilization of MICAP automated sourcing system to resolve grounding and delayed discrepancies for aircraft and other supported systems. This combined function will also manage excess, Readiness Base Level (RBL), special level programs, and local manufacture items. Additionally, Supply Operations (BORS) will perform all bench stock administrative functions such as emergency fill requests, weekly walk-thru, Maximum Authorized Quantity (MRA)/Minimum Reserve Authorization (MAQ) authorizations, and establishing new bench stocks. Supply Operations (BORS) will also manage and maintain the AFEMS program. Supply technicians assigned to equipment management will requisition equipment and SPRAM assets, maintain Customer Authorization/Customer Receipt Listing (CA/CRL) and SPRAM folders, and manage accountable mobility equipment. A Procedures and Analysis supply technician will perform oversight functions required to maintain supply integrity. This supply technician will also maintain Supply Operating Instructions, HTSAs, contingency plans, reject management, and conduct problem, trend, and special analysis will be accomplished as normal. Inventory and Document Control functions will be combined. Document control procedures remain the same; however, due to the increased use of SATS, accountable documents have been significantly reduced. This will enable us to utilize one technician to perform document control functions, conduct special inventories, and manage the M10. Supply customer block training for supported organizations will be scheduled by the MEO training office; however supply technicians assigned to Supply Operations (BORS) will conduct the training. These technicians will also manage the Zero Overpricing Program, Precious Metal Recovery Program, and former customer liaison functions. During contingencies, exercises, and natural and man-made disasters, Supply Operations (BORS) will be the focal point for Supply Readiness Control Center (SRCC) operations. During peak operating periods, Stock Control and Equipment Management personnel will assist in processing customer requests until normal operations resume.

3.2.13.6.2 Surge/Disaster Operations. The SRCC will operate with staffing from Supply Operations (BORS) and Material Storage and Distribution (BORSD) personnel. Surge requirements are anticipated for equipment management during exercises and contingencies. Shift schedules will be adjusted to allow equipment personnel to deploy or transfer mobility equipment and man the SRCC. During extended periods of computer downtime, Supply Operations (BORS) will continue using post-post procedures. Supply

Operations (BORS) will lead the post-post team and control processing during recovery. Supply Operations (BORS) personnel will be available to assist as required in the event of man-made or natural disasters.

3.2.13.7 Hours of Operation. Supply Operations (BORS) will operate on a CWS, excluding Federal Holidays, with the standard week hours of operation being 6:45 AM – 4:30 PM, Monday through Thursday and 7:00 AM – 3:30 PM on Friday and the compressed week hours of operation being 6:45 AM – 4:30 PM, Monday through Thursday with Friday of the compressed work being an "off day." In addition, Supply Operations (BORS) will operate a one-person shift from 11:00 AM – 8:45 PM, commensurate with the CWS days of operation, to provide after hours support for the flying mission, etc. Supply Operations (BORS) support outside these hours of operation will be on an on-call basis. Shift schedules will be adjusted to cover the unit training assembly (UTA) weekends IAW HTSA FB3010-00144-072. The following table depicts the Supply Operations (BORS) staffing for the normal hours of operations:

GS/FWS-Series-Grade	**Classification/ Duty Title**	**Standard Week of Monday-Thursday, 6:45 AM – 4:30 PM and every other Friday of the CWS 7:00 AM – 3:30 PM (excludes Federal Holidays)**	**Standard Week of Monday-Thursday and every other Friday of the CWS 11:00 AM - 8:45 PM (excludes Federal Holidays)**
GS-2003-11	Supervisory Supply Management Officer	1	
GS-0326-04	Office Automation Clerk	1	
GS-2003-09	Supply Management Specialist	1	
GS-2005-05	Supply Technician (Office Automation)	2	1
GS-2005-05	Supply Technician	3	
GS-2005-07	Supply Technician (Office Automation)	1	
GS-2005-05	Supply Technician	3	

3.2.13.8 Personnel Analysis. Supply Operations (BORS) will be staffed as set forth in Attachment 6, *MEO Personnel Analysis*. Staffing was based on the OA and SIAM discussed under paragraphs 3.1.2 and 3.1.4 and summarized in Attachment 7, *Operational Audit (OA) Summary*, with final FTE determinations as set forth in

paragraph 3.1.5 and in Attachment 8, *Final FTE Determination*. A staffing mix analysis was performed to identify the amount of overtime, if any, required for each section. This analysis identified all overtime hours by General Schedule and/or Federal Wage System Series Number. All identified overtime costs have been included in WinCompare as have Sunday premium and night differential pay. Travel to attend government conferences and training are considered "government directed" travel and were therefore not costed.

The Chief, Supply Operations (BORS), designated as the senior supply representative, will report directly to the Chief, Resource Management (BOR). A lead supply technician will assist in day-to-day operations by passing on instructions from the supervisor, assigning tasks, and ensuring work assignments are completed. This will eliminate five supervisors currently assigned in Customer Service, Equipment Management, Stock Control, Quality Assurance, and Training elements. Instead of entry level military personnel requiring constant training for specialized tasks, Supply Operations (BORS) will use well-rounded supply technicians in all areas of customer service. Stock Control and MICAP responsibilities are similar and will be combined in Supply Operations (BORS) to better utilize personnel. Presently Equipment Management Element and Demand Processing functions perform basically the same duties, processing customer requests, in two different areas. Supply technicians assigned to Supply Operations (BORS) will perform in either function after minimal training, thereby reducing manpower requirements. Processing bench stock and supply point issue requests will become a Supply Operations (BORS) responsibility rather than remaining in Maintenance Support. This will centralize all issue processing and allow warehouseman to do other work. With the elimination of military personnel, training responsibilities will be significantly reduced. Customer block training will be the only supply training requirement remaining in the MEO. The lead supply technician in Supply Operations (BORS), in conjunction with MEO training office will ensure block training is conducted. Document Control and Inventory will be combined into a single function in Supply Operations (BORS). Procedures and Analysis will perform duties as normal and report to the Chief, Supply Operations (BORS).

3.2.13.9 Utilization of Subcontracts. Supply Operations (BORS) will not rely on the use of subcontracts to meet the PRD requirements.

3.2.13.10 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, Special Tools and Equipment). No EAID or Common Hand Tools and Special Tools and Equipment are required by Supply Operations (BORS). Government-furnished Non-EAID and ADPE appear sufficient to meet the requirements of the PRD.

3.2.13.11 Utilization of Vehicles. Government furnished vehicles assigned to Material Storage and Distribution (BORSD) will be utilized to perform after hours support if required.

3.2.13.12 Utilization of Facilities. Current operations are performed in an industrial area of Building 4002 which is not an ideal location to provide customer support and as such, customer service will relocate its operations to Building 4002, Room 126.

3.2.13.13 Utilization of Technology. Standard Base Supply Systems, MICAP Asset Sourcing System, Contingency Processing System, Air Force Equipment Management System, and Supply Asset Tracking System will be used to support Supply Operations

(BORS). System upgrades will be accomplished consistent with Paragraphs H-935 and H-935 of the RFP.

3.2.13.14 MEO Furnished Equipment, Materials, Supplies, and Vehicles. The MEO has accounted for and costed items which include, but are not limited to, administrative supplies, materials, and safety equipment.

3.2.13.15 Workload Analysis. Air Education and Training Command (AETC) is currently exploring the feasibility of centralizing the supply functions of Stock Control, MICAP, Records Maintenance, Equipment Management, and Computer Support from base level to one command-regional center. Should regionalization occur, workload in MEO Supply Operations (BORS) would be diminished.

3.2.14 Material Storage and Distribution (BORSD)

3.2.14.1 Barriers to Efficient/Effective Operations in the Current Organization. Barriers to efficient and effective operations in the current Combat Operations Support Flight include multiple layers of supervision due to the current organizational structure and a duplication of effort in Property Movement, Maintenance Support, Storage and Issue, Munitions, and HAZMAT elements. Pick up and deliveries and turn-ins are being done in both Property Movement and Maintenance Support Elements. Priority and routine delivery drivers are dispatched from Property Movement while Maintenance Support Element had drivers in the same building doing due if from maintenance (DIFM) or equipment turn-in pickups or delivering bench stock. Storage and Issue and HAZMAT personnel are performing basically the same storage duties, however the warehouseman are not being cross-utilized in both sections. Existing warehouse functions are not aligned with each other. Individual Equipment Element (IEE) and Mobility Element were not aligned with the primary storage managers and did not allow cross utilization of warehouse personnel.

3.2.14.2 Proposed Improvements. To eliminate multiple layers of supervision and duplication of efforts, all storage and distribution personnel will report to the Material Storage and Distribution (BORSD) supervisor who will be assisted by a work leader who will pass on instruction from the supervisor, assign tasks, and ensure work assignments are completed. The existing Maintenance Support Element will be eliminated and Supply Points, Bench Stock delivery, DIFM, and reparable processing will be performed by property movement personnel in Material Storage and Distribution (BORSD). Linen exchange operations will relocate to Building 4002 and will be managed by storage personnel. Property movement personnel will perform all pick up and delivery services. The existing Inspection Element will be eliminated and inspector duties transferred to the functional areas. The Material Storage and Distribution (BORSD) supervisor will serve as chief inspector to certify and train storage personnel to perform limited inspector duties. Receiving and turn-in functions will be performed by property movement personnel. The existing Mobility Element and IEE responsibilities will be realigned under Material Storage and Distribution (BORSD).

3.2.14.3 Mission Statement. Provide material storage and distribution services that meet the supply, material, equipment, and munitions needs of Keesler AFB and supported units.

3.2.14.4 Responsibilities

- Manage the mobility equipment program
- Store property and issue to customers
- Manage supplies containing hazardous materials
- Manage and inventory property
- Manage storage, mobility, receiving, property movement, and linen exchange operations
- Manage the shelf-life program
- Manage and track acquisition, usage, and disposal of items containing hazardous materials
- Manage mated/built-up items
- Perform laundry and dry cleaning services
- Deliver property to customers
- Receive, in-check, and inspect property
- Pick up and process turn-ins
- Manage and maintain munitions assets program
- Procure, receive, inspect, store, inventory, and distribute individual equipment
- Manage individual equipment

3.2.14.5 Organization Chart. See Attachment 5, *MEO Organization Chart*.

3.2.14.6 Concept of Operations

3.2.14.6.1 Normal Operations. The Material Storage and Distribution (BORSD) supervisor, who reports directly to the Chief, Supply Operations (BORS), will direct Storage and Issue, HAZMAT, Property Movement, Mobility, Munitions, Individual Equipment, and Linen Exchange and will be assisted by a lead warehouseman who will pass on instruction from the supervisor, assign tasks, and ensure work assignments are completed. Normal warehousing functions including storage, issue, receiving, turn-ins, delivery, munitions, and mobility bag management will remain unchanged, however, they will be streamlined without compromising customer support. Maintenance Support and Inspection Elements will be eliminated. Property movement personnel will perform reparable processing including DIFM turn-ins, and bench stock deliveries formerly accomplished in Maintenance Support. Residual bench stock duties will be performed by Supply Operations (BORS) personnel. Inspector duties will be decentralized. The Material Storage and Distribution (BORSD) supervisor will serve as chief inspector and train and certify limited inspectors to inspect serviceability of incoming property, turn-ins, shipments, and base stocks. Storage and issue personnel will process material and quality deficiency reports and manage Time Compliance Technical Orders (TCTO), mated build-up, and time change programs. To further consolidate storage and issue functions, the linen exchange and organizational laundry service function will be

relocated and managed by storage and issue personnel. The laundry and dry cleaning service will be subcontracted (i.e., currently under contract), however, storage and issue personnel will conduct receiving, storage of high turnover items, and exchange services. Warehouse and quality assurance personnel will also maintain inventory and status records in Storage and Issue. Material Storage and Distribution will operate a HAZMAT facility to receive, store, and distribute supplies containing hazardous materials and serve as a single point to issue and store hazardous materials. Residual duties associated with hazardous material management, such as managing excesses, shortages, and forecasting requirements, will be accomplished by Supply Operations. HAZMAT personnel will coordinate with MEO Environmental Office (BOBD) to manage and track the acquisition, usage, and disposal of hazardous material. Existing IEE responsibilities will be realigned and managed as part of Material Storage and Distribution (BORSD), allowing more effective utilization of all warehouse personnel. Deliveries will be scheduled twice a day in lieu of the existing delivery on demand, which will reduce the requirement to dispatch drivers to multiple locations to accomplish different tasks. Upon customer requests, property movement personnel will deliver supplies or equipment necessary to complete urgent maintenance requirements. Excess or unserviceable property will be delivered to Defense Reutilization and Marketing Services (DRMS) by property movement personnel. DIFM pickup and bench stock deliveries will be incorporated into the scheduled delivery route further reducing workload on delivery drivers. Additionally, the relocation of IEE responsibilities to Material Storage and Distribution (BORSD) will allow joint use of warehousemen to perform duties in all warehousing functions. To ensure munitions accountability, the MEO Munitions Element and all Munitions Accountable Supply Officer (MASO) duties will be aligned under Material Storage and Distribution (BORSD). Two munitions technicians will manage and maintain all munitions asset programs. Munitions personnel will administer, operate, and maintain the CAS-B and CAS-D). Using CAS-B, skilled munitions technicians will requisition, issue, inventory, maintain, and process conventional munitions assets for base customers. They will also receive, store, inspect, build-up, recondition, and ship munitions. Other munitions transactions will also be tracked using CAS-B. Normal munitions operations including item and monetary accounting, inventory stock control, requirements computation, determination allowance, research and identification of munitions, supplies and equipment are managed through CAS-B and document control files. These include munitions items stored on Keesler AFB, Columbus AFB, and Camp Shelby. Munitions personnel will administer physical security program including entry control, inspections, THREATCON duties, Random Antiterrorism Measures (RAM), and local search and identification requirements. Munitions personnel will also respond within one hour to security police notifications of alarm activation during normal duty hours. On-call personnel will be available to respond during non-duty hours after the security police notify the Operations (BOO) EMCS. Munitions personnel will develop and maintain operating instructions for explosives storage, transportation, inspection, and maintenance operations. Munitions personnel together with the safety representative from the MEO Director will establish and maintain a safety program for munitions operations.

3.2.14.6.2 Surge/Disaster Operations. When activated, the SRCC will operate with staffing from Material Storage and Distribution (BORSD) and other Supply Operations

(BORS) personnel. Surge requirements are anticipated during mobility exercises, contingencies, and extended periods of computer downtime. Material Storage and Distribution (BORSD) storage and issue and property movement personnel will augment mobility personnel during exercises and actual contingencies to assist with the movement of mobility bags and weapons. Shift schedules will be adjusted and overtime will be used to allow personnel to deploy or transfer mobility equipment and man the SRCC. During extended periods of computer downtime, Supply Operations (BORS) will continue by using the Contingency Processing System to conduct post-post procedures. Personnel will be available to assist as required in the event of man-made or natural disasters. Deployed munitions will be accounted for using Combat Ammunition System-Deployed (CAS-D). Material Storage and Distribution (BORSD) storage and issue and property movement personnel will augment munitions personnel during exercises and contingencies to assist with the movement of munitions. Shift schedules will be adjusted to ensure a qualified munitions representative is available for each shift. At the discretion of the senior supply representative, the supply technician assigned to Fuels Operation will be utilized in the individual equipment area to supplement BORSD during personnel absences, workload surges, and weekend reserve support.

3.2.14.7 Hours of Operation. Material Storage and Distribution (BORSD) will operate on a CWS, excluding Federal Holidays, with the standard week hours of operation being 6:45 AM – 4:30 PM, Monday through Thursday and 7:00 AM – 3:30 PM on Friday and the compressed week hours of operation being 6:45 AM – 3:30 PM, Monday through Thursday with Friday of the compressed work being an "off day." Customer Service support outside these hours of operation will be on an on-call basis. Shift schedules will be adjusted to cover the UTA weekends IAW HTSA FB3010-00144-072. Individual equipment personnel within Material Storage and Distribution (BORSD) will operate from 11:00 AM – 2:00 PM on Sunday during UTA weekends. The following table depicts the Material Storage and Distribution (BORSD) staffing for the normal hours of operations:

GS/FWS-Series-Grade	**Classification/Duty Title**	**Standard Week of Monday-Thursday 6:45 AM – 4:30 PM and every other Friday of the CWS 7:00 AM – 3:30 PM (excludes Federal Holidays)**
WS-6901-06	Material Storage and Distribution Supervisor	1
WL-6907-05	Materials Handler (Fork Lift/Motor Vehicle Operator) Leader	1
WG-6912-06	Materials Examiner and Identifier (Fork Lift Operator)	1
GS-2005-05	Supply Technician	1

GS/FWS-Series-Grade	Classification/Duty Title	Standard Week of Monday-Thursday 6:45 AM – 4:30 PM and every other Friday of the CWS 7:00 AM – 3:30 PM (excludes Federal Holidays)
WG-6907-05	Materials Handler (Fork Lift/Motor Vehicle Operator)	9
GS-2005-07	Supply Technician (Office Automation)	1
WG-6907-05	Material Handler (Fork Lift Operator)	1
GS-1101-06	Linen/Laundry Contract Monitor	1

3.2.14.8 Personnel Analysis. Material Storage and Distribution (BORSD) will be staffed as set forth in Attachment 6, *MEO Personnel Analysis*. A staffing mix analysis was performed to identify the amount of overtime, if any, required for each section. This analysis identified all overtime hours by General Schedule and/or Federal Wage System Series Number. All identified overtime costs have been included in WinCompare. There is no other special or premium pay associated with Material Storage and Distribution (BORSD). No travel is required or anticipated and thus none was costed for Materiel Storage and Distribution (BORSD).

The Material Storage and Distribution (BORSD) supervisor, designated as the chief inspector, will report directly to the Chief, Supply Operations (BORS) and will be assisted by a work leader who will assist in day-to-day operations by passing on instructions from the supervisor, assigning tasks, and ensuring work assignments are completed. This will eliminate supervisors currently assigned in the existing Maintenance Support, Property Movement, Storage and Issue, HAZMAT, Mobility, and Individual Equipment elements. Material Storage and Distribution (BORSD) property movement personnel will assume functions formerly performed by the existing Maintenance Support Element. The existing Inspection Element will be eliminated and their duties will be performed by warehouseman certified as limited inspectors. Instead of entry-level military personnel requiring constant training for specialized tasks, trained warehousemen will be utilized throughout Materials Storage and Distribution. The munitions supply technician will report directly to the Material Storage and Distribution (BORSD) supervisor and will be responsible for MASO duties.

3.2.14.9 Utilization of Subcontracts. Material Storage and Distribution (BORSD) will utilize an MEO subcontract to provide laundry and dry cleaning under the linen exchange program through extension of the existing contract until such time as transition activities can be completed and a follow-on acquisition can be competed. The existing contract has been reviewed and analyzed to ensure the current requirements are consistent with the

requirements of the PRD. No other subcontracts are required by Material Storage and Distribution (BORSD).

3.2.14.10 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, Special Tools and Equipment). Government-furnished tools and equipment are sufficient to meet the requirements of Material Storage and Distribution (BORSD). The government-furnished non-EAID material handling equipment will enable warehouse personnel to meet the requirements of the PRD. The wire meter and Secure Telephone Unit III (STU III) will satisfy munitions equipment requirements. Three government furnished 9MM handguns will allow mobility personnel to adequately protect weapons during inventories and deployments. Government furnished common hand tools are sufficient to support storage requirements.

3.2.14.11 Utilization of Vehicles. The assigned government-furnished general purpose and utility vehicles and material handling equipment (forklifts) are adequate to meet the needs of Material Storage and Distribution (BORSD) operations.

3.2.14.12 Utilization of Facilities. Receiving, storage and mobility operations will be conducted in Building 4002. Linen exchange operations will be relocated to Building 4002, Dock 3. Munitions administration and limited storage will be located in Building 6703. Munitions operations will be located in Buildings 6701, 6702, 6704, and 6719.

3.2.14.13 Utilization of Technology. The SBSS and SATS provide the resources necessary for the Material Storage and Distribution (BORSD) to perform receiving, storage, and issue operations. The Environmental Management Information System used to track hazardous material in Storage and Issue is sufficient. The Mobility Inventory Control and Accounting System is adequate to maintain mobility bag accountability. The Combat Ammunition System-Base and Combat Ammunition System-Deployable will adequately support Material Storage and Distribution (BORSD) munitions operations and control files documents.

3.2.14.14 MEO Furnished Equipment, Materials, Supplies, and Vehicles. The MEO has accounted for and costed equipment, materials, and supplies, which include, but are not limited to, safety equipment and administrative supplies.

3.2.14.15 Workload Analysis. Current workload should remain constant. There are no anticipated mission changes that will affect mobility, munitions, or warehousing operations. Regionalization, discussed under Supply Operations (BORS), will have no effect on Material Storage and Distribution (BORSD) operations.

3.2.15 Fuels Management (BORSO)

3.2.15.1 Barriers to Efficient/Effective Operations in the Current Organization. Barriers to efficient and effective operations in the existing Fuels Management Flight include multiple layers of supervision cause by specialized workcenters, no cross utilization of personnel and duplication of effort due to storage personnel and fuel drivers not being used interchangeably. Personnel were specialists and were only used in one area instead of being multi tasked. Mobile dispatching capability was available but was not being used. Storage and liquid fuels personnel, for example, were not being used as drivers. Liquid fuels maintenance technicians, who are under utilized, are assigned to the Base Civil Engineering Squadron even though most of their duties are performed in fuels

management. The personnel are used solely for liquid fuels maintenance functions and are not required to perform other duties.

3.2.15.2 Proposed Improvements. To eliminate multiple layers of supervision in the MEO, the Fuels Management supervisor will oversee the entire operation and will be assisted by two work leaders who will pass on instruction from the supervisor, assign tasks, and ensure work assignments are completed for the MEO Fuels Information Service Center (FISC) and Fuels Operations. This will allow the MEO to reduce the number of supervisors in the existing organization from nine to one, an 89% decrease. Liquid fuels maintenance personnel will be aligned under Fuels Operations to perform maintenance and inspections on fuel tanks and equipment. They will be multi tasked and capable of providing backup support to receiving and storage operations when needed. Fuel truck drivers and storage personnel will be trained and cross-utilized to further enhance operations and provide a viable work force to support workload increases. The FISC will use fixed and mobile procedures to dispatch drivers to service calls. During normal duty hours, the FISC will control fuels operations, however during after hour support, the dispatcher will use a government furnished laptop computer and mobile radio allowing fuels personnel to maintain contact with the Maintenance Operations Control Center (MOCC), service aircraft, and control flight line refueling simultaneously. Also, to reduce checkpoint time, hoses will be safety checked prior to the first aircraft servicing instead of during check point inspections.

3.2.15.3 Mission Statement. Provide quality fuels services to sustain the mission of Keesler AFB, supported units, and transient aircraft.

3.2.15.4 Responsibilities

- Manage fuels and cryogenics products
- Coordinate, control, and direct fuel servicing operations
- Establish command and control capabilities
- Implement security, quality control and inspection, and environmental conservation and protection programs
- Operate and manage organizational fuel tanks
- Perform quality control and inspection
- Perform fuels accounting
- Operate Fuels Control Center
- Coordinate the AF Petrol Ram Initiative
- Perform mobile refueling;
- Operate base service station;
- Order, receive, store, transfer, and issue fuels and cryogenic products
- Provide tank custodian training
- Maintain fuel and liquid oxygen (LOX) facilities and equipment

3.2.15.5 Organization Chart. See Attachment 5, *MEO Organization Chart*.

3.2.15.6 Concept of Operations

3.2.15.6.1 Normal Operations. Fuels Management (BORSO) will be responsible for the management, distribution, and storage of petroleum and cryogenic products. Fuels Management (BORSO) will provide these services through two functional areas, Fuels Operations and the FISC. The Fuels Management supervisor will direct fuels operations and establish command and control to ensure fuel and cryogenic products meet quality standards. The supervisor will also coordinate the Air Force Petro Ram initiative to ensure fuels automation efforts are met. Two work leaders (one per shift) will be assigned to assist the supervisor in ensuring day-to-day operations are carried out.

Fuels Operations, which will also manage the automated self-service base service station, is the focal point for the receipt, storage, transfer and issue of all fuel products and will be staffed with multi-skilled personnel to accomplish mobile refueling for assigned and transient aircraft and for eligible ground vehicles. Two liquid fuels maintenance technicians will be assigned to Fuels Operations to perform inspections and organizational maintenance on bulk storage facilities and equipment. They will also serve as Base Operating Support (BOS) organizational tank custodians and operate and manage organizational fuel tanks in BOS service areas. In addition to maintaining fuel and liquid oxygen facilities and equipment, liquid fuels maintenance technicians will also be capable of receiving, storing and issuing fuel products when needed to support workload surges. Fuels Operations will also implement and maintain the security program. A dispatcher will provide a single point of contact for coordinating, controlling, and directing fuel-servicing operations and will also man the FISC.

The FISC will perform fuels accounting, ordering, and maintain inventories to meet peacetime and contingency stockage objectives. The FISC will also administer, through MEO Training Section, all training to include tank custodian training. Additionally, FISC personnel will operate the fuels laboratory, perform quality control and inspection of fuels and cryogenic products, conduct compliance inspections, and manage environmental conservation and protection programs. FISC personnel will also develop and update supply and equipment budget forecast, manage bench stock, equipment, and PMEL accounts, process personal clothing and equipment requirements, obtain expendable supplies, inventory and turn-in all supplies and equipment.

3.2.15.6.2 Surge/Disaster Operations. During peak hours, multi-skilled liquid fuels maintenance technicians will assist with receiving, storing, and issuing fuels products. During hurricane preparation, mobile dispatch procedures will be used to service departing aircraft enabling dispatchers to fuel and control operations simultaneously. Generators and organizational tanks will be serviced at HURCON 4 approximately 72 hours before landfall allowing remaining fuels personnel to prepare and shelter vehicles. Shifts will be adjusted to allow required coverage during the hurricane or natural disaster. By utilizing multi-skilled storage and liquid fuels maintenance technicians to supplement drivers, surges in transient aircraft can be handled with existing Fuels Management (BORSO) manpower. Workarounds will be developed to deal with unexpected workload surges caused by airfield closures such as periodic or scheduled runway maintenance. At the discretion of the senior supply representative, the supply technician assigned to Fuels

Operation will be utilized in the individual equipment area to supplement BORSD during personnel absences, workload surges, and weekend reserve support. All Fuels Management (BORSO) personnel will be available to assist during exercises and actual contingencies. Overtime will be utilized as needed to support other mission requirements such as transient aircraft or unscheduled aircraft maintenance during other than normal duty hours.

3.2.15.7 Hours of Operation. Fuels Management (BORSO) will operate Sunday through Saturday, excluding Federal Holidays, from 6:00 AM to 11:30 PM. After hours and holiday support will be on an on-call basis through the Operations (BOO) EMCS who will receive all requests for on-call support and contact Fuels Management (BORSO) personnel. In addition, inventories will be conducted on Saturdays, Sundays, and Holidays between the hours of 8:00 AM and 9:00 AM. The following table depicts the Fuels Management (BORSO) staffing for the normal hours of operations:

GS/FWS-Series-Grade	Classification/ Duty Title	Weekday Shift 1: Monday – Friday, 6:00 AM – 3:30 PM (excludes Federal Holidays)	Weekday Shift 2: Monday – Friday, 3:30 PM – 11:30 PM (excludes Federal Holidays)	Weekend Shift 1: Saturday & Sunday 6:00 AM – 3:30 PM	Weekend Shift 2: Saturday & Sunday 3:30 PM – 11:30 PM
WS-5413-07	Fuel Distribution System Supervisor (Motor Vehicle Operator)/Fuels Operations Supervisor	1			
WL-5413-08	Fuel Distribution System Worker Leader (Motor Vehicle Operator)	1	1		
GS-0303-04	Fuels Administrative Support Assistant	1			
GS-0525-05	Accounting Technician	1			
WG-5413-08	Fuel Distribution System Worker (Motor Vehicle	3	1	1	1

GS/FWS-Series-Grade	Classification/ Duty Title	Weekday Shift 1: Monday – Friday, 6:00 AM – 3:30 PM (excludes Federal Holidays)	Weekday Shift 2: Monday – Friday, 3:30 PM – 11:30 PM (excludes Federal Holidays)	Weekend Shift 1: Saturday & Sunday 6:00 AM – 3:30 PM	Weekend Shift 2: Saturday & Sunday 3:30 PM – 11:30 PM
	Operator)				
WG-5413-08	Fuel Distribution System Worker	1	1		
WG-5413-08	Fuel Distribution System Worker	1	1		
WG-4255-10	Fuel Distribution System Mechanic	2			
GS-2005-05	Supply Technician (Office Automation)	1			

3.2.15.8 Personnel Analysis. Fuels Management (BORSO) will be staffed as set forth in Attachment 6, *MEO Personnel Analysis*. Staffing was based on the OA and SIAM discussed under paragraphs 3.1.2 and 3.1.4 and summarized in Attachment 7, *Operational Audit (OA) Summary*, with final FTE determinations as set forth in paragraph 3.1.5 and in Attachment 8, *Final FTE Determination*. A staffing mix analysis was performed to identify the amount of overtime, if any, required for each section. This analysis identified all overtime hours by General Schedule and/or Federal Wage System Series Number. All identified overtime costs have been included in WinCompare as have Sunday premium pay, night differential pay, and holiday pay. No travel is required or anticipated and thus none was costed for Fuels Management (BORSO).

Fuels Management (BORSO) will be led by a supervisor who will report directly to the Chief, Supply Operations (BORS). Two work leaders (one per shift) will assist in day-to-day operations by passing on instructions from the supervisor, assigning tasks, and ensuring work assignments are completed. Fuels Operations will consist of a work leader, drivers and storage personnel. Fuel truck drivers and fuels storage personnel, formerly assigned to a specific area, will be multi-skilled and used to accomplish both storage and distribution functions. Liquid fuels maintenance personnel, formerly assigned to the Base Civil Engineering Squadron, will be assigned to Fuels Management and will be used to perform storage and limited driver duties in addition to facilities maintenance and inspections. An accounting technician will also assist in administration and FISC operations. The supply technician will perform material control duties.

3.2.15.9 Utilization of Subcontracts. Fuels Management (BORSO) will not rely on the use of subcontracts to meet the PRD requirements.

3.2.15.10 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, Special Tools and Equipment). For the most part, government-furnished property appears sufficient, however, a pneumatic impact wrench required by AFI 23-201, Paragraph 1.14.1.5 was not identified as government-furnished and must be acquired by Fuels Management (BORSO).

3.2.15.11 Utilization of Vehicles. Government-furnished vehicles, both general purpose and special purpose, appear sufficient to meet the needs of Fuels Management (BORSO). Specifically, the six R-11 refuelers are ample to meet the base-flying mission, the two C-300 refuelers will adequately handle mobile ground fuels needs on and off base, and the ½ ton standard bed pickup truck is sufficient for fuels support functions.

3.2.15.12 Utilization of Facilities. Government-furnished facilities appear sufficient. Fuels Management operations will be located in Building 4410. Liquid fuels maintenance equipment will occupy a portion of the military service station in Building 4038. Buildings 4419 and 4407, which provide sufficient storage, will be used to support fuel tanks. A vehicle wash rack equipped with an oil/water separator is located within refueling unit parking area and is adequate to support the vehicle fleet.

3.2.15.13 Utilization of Technology. Government-furnished technology and equipment appear sufficient. The existing FAS, FAS-E, DFAMS and associated hardware provide the resources necessary to perform fuels accounting, ordering and reporting functions. The Fuels supervisor will ensure fuels automation efforts continue under the Petrol Ram initiatives. System upgrades will be accomplished consistent with Paragraphs H-935 and H-935 of the RFP.

3.2.15.14 MEO Furnished Equipment, Materials, Supplies, and Vehicles. The MEO has accounted for and costed equipment, materials, and supplies which include, but are not limited to, safety equipment and administrative supplies.

3.2.15.15 Workload Analysis. The current workload is expected to remain constant. No major mission changes are anticipated. The level of aircraft, vehicle, and organizational tank and generator services are expected to remain unchanged.

3.2.16 Weather (BOW)

3.2.16.1 Barriers to Efficient/Effective Operations in the Current Organization. Notwithstanding the significant technology that exists within the current organization, to include new technologies soon to be introduced, the "human" element is still required to observe, encode, and disseminate observed weather. Further, weather operations exist to support the customer and are greatly influenced by operational and weather tempo increases which can't be controlled but must be responded to quickly and accurately.

3.2.16.2 Proposed Improvements. Improvements in weather operations primarily involve two issues, the reduction of overhead through the use of a working supervisor and the use of meteorological technicians who collectively are all fully qualified in the seven primary weather functions that enhance operations: collection, analysis, forecasting, tailored applications, dissemination, evaluation, and integration.

3.2.16.3 Mission Statement. Provide high-quality, mission-tailored weather observations, forecasts, and services to the 81st TRW and its associate units.

3.2.16.4 Responsibilities

- Provide tailored weather information for supported customers, resource protection, and weather support for airfield operations and to do so on a 24/7 basis as required by the operational/weather tempo, to include operations from an alternate location if necessary to ensure surge, contingency, or mission essential operations are accomplished under any contingency.

3.2.16.5 Organization Chart. See Attachment 5, *MEO Organization Chart*.

3.2.16.6 Concept of Operations

3.2.16.6.1 Normal Operations. The Chief, Weather Services (BOW), a working supervisor, will report directly to the MEO Director and will be supported by seven meteorological technicians, all fully qualified in the seven primary weather functions that enhance operations: collection, analysis, forecasting, tailored applications, dissemination, evaluation, and integration. The Chief, Weather Services (BOW) will be responsible for managing weather operations and personnel, to include resolving outstanding issues that might arise during a shift; responsible for ensuring that positive, productive, and ongoing communications take place between the Operational Weather Squadron (OWS) and the weather flights in the OWS area of responsibility, preparing and presenting briefings (e.g., Battle Staff, Crisis Action Team, Wing leadership, etc.); providing internal and external orientation and training to include annually certifying air traffic controllers, providing Supervisor of Flying weather orientation, training, Index of Thermal Stress, and the season weather portion of Instrument Refresher course; development and maintenance of publications, weather support instructions and plans, including updating, formal agreements, and standard operating procedures; quality assurance (as opposed to the meteorological technicians who are individually responsible for quality control); performing internal shift-change briefings on weekdays; systems management and accountability of all weather systems equipment and communications; and assisting meteorological technicians in performing their responsibilities when operational or weather tempo increase so dictate. Clerical assistance, if any, will be provided to the Chief, Weather Services (BOW) via the MEO Director's staff.

Weekday day and evening shifts will be comprised of two meteorological technicians per shift, one primarily responsible for taking, encoding, and disseminating observations as well as conducting and documenting aneroid barometer calibrations and the other primarily responsible for acting as the Operational Weather Squadron's "eyes forward" and keeping in near constant contact with the OWS and supported customers, issuing observed advisories and warnings, issuing forecast weather warnings and advisories when not issued by the OWS, answering and tracking Pilot to Metro Service (PMSV) calls, receiving, recording and transmitting pilot weather reports (PIREP), conducting and documenting aircrew briefings, assuming responsibility for the terminal aerodrome forecast (TAF) when the OWS is unable to do so, and for daily maintenance of the Keesler intranet public weather folder as well as the internet weather page on the Keesler website. Weekday evening shift personnel will also be responsible for additional administrative duties such as publications and forms maintenance, files maintenance, etc.

Weekend day and evening shifts, will be comprised of one technician per shift who will be responsible for taking, encoding, and disseminating observations, communicating significant weather to the OWS and supported customers, issuing observed advisories and warnings, issuing forecast weather warnings and advisories when not issued by the OWS, answering and tracking PMSV calls, receiving, recording and transmitting PIREP, conducting and documenting aircrew briefings, assuming responsibility for the TAF when the OWS is unable to do so, and for conducting internal shift-change briefings.

Weather Services (BOW) operations will be conducted in accordance with all mandatory publications set forth in the PRD with added emphasis on Keesler AFB Instruction (KAFBI) 15-101 which more specifically addresses the specific and unique requirements of the Keesler AFB operating environment.

3.2.16.6.2 Surge/Disaster Operations. Weather Services (BOW) core hours are from 6:00 AM – 11:00 PM, seven days a week excluding Federal Holidays. However, Weather Services must be capable of supporting 24/7 operations in support of surge, contingency, or mission essential operations which include both support after the core hours of operation as well as added support during the core hours brought about by operational/weather tempo increases. The Chief, Weather Services (BOW) will develop an on-call schedule, copies of which will be provided to the 81st TRW Command Post and to the MEO's 24/7 EMCS operation, to ensure sufficient off-duty personnel are available to immediately respond to essential missions or emergencies during or after the core hours of operation. All stand-by personnel will carry government-furnished pagers.

Consistent with KAFBI 15-101, Weather Services (BOW) personnel will not evacuate their facilities during exercises, however, should evacuation be necessary due to hurricane, fire, bomb threat, etc. on-duty Weather Services (BOW) personnel will evacuate and establish limited observation and forecast operations from Building 6903, the alternate location identified in KAFBI 15-101. In addition, Weather Services (BOW) personnel will not be tasked as part of the MEO to perform non-weather duties conflicting with their assigned responsibilities nor will they be designated as augmentees for other non-weather functions during wartime, contingencies, or exercises.

Weather support during exercises and man-made or natural disasters will be as expressly set forth in 81 TRW Plan 10-2 which clearly defines roles and responsibilities.

3.2.16.7 Hours of Operation. The following table depicts the core hours of operation and associated staffing for Weather Services (BOW). Support beyond the core hours, or additional support required during core hours, will be provided via on-call personnel.

GS/FWS-Series-Grade	**Classification/ Duty Title**	**Weekday Day Shift 6:00 AM – 2:30 PM**	**Weekday Day Supervisor Shift 7:00 AM – 3:30 PM**	**Weekday Evening Shift 2:30 PM – 11:00 PM**	**Weekend Day Shift 6:00 AM – 2:45 PM**	**Weekend Evening Shift 2:30 PM – 11:00 PM**
GS-1341-11	Supervisory Meteorological		1			

GS/FWS-Series-Grade	Classification/ Duty Title	Weekday Day Shift 6:00 AM – 2:30 PM	Weekday Day Supervisor Shift 7:00 AM – 3:30 PM	Weekday Evening Shift 2:30 PM – 11:00 PM	Weekend Day Shift 6:00 AM – 2:45 PM	Weekend Evening Shift 2:30 PM – 11:00 PM
	Technician					
GS-1341-09	Meteorological Technician	2		2	1	1

3.2.16.8 Personnel Analysis. The table in 3.2.16.7 above reflects the number of FTE per shift, and not necessarily the total FTE required to staff the workcenter. BOW staffing was based on the use of a minimum manning equation, which was necessary to ensure sufficient staffing for the directed seven-day a week (excluding Federal Holidays) hours of operation of 6:00 AM – 11:00 PM. The minimum manning equation yielded 7.528 FTE, which was rounded up to eight to provide sufficient resources and greater flexibility to handle day-to-day and surge requirements and to permit rotation of duties to maintain skills in the basic tenets of weather observing and forecasting. The table in 3.2.16.7 reflects only the shift requirement of seven FTE for these services; however, per the minimum manning equation it takes eight FTE to meet that requirement. Therefore, the table reflects a total of seven FTE, while Attachment 6, *MEO Personnel Analysis,* reflects a total of eight. In other words, it takes eight FTE to satisfy the staffing requirements for BOW as shown in the table above.

Staffing includes a working metrological supervisor and seven metrological technicians, all of which will be fully qualified in the seven primary weather functions that enhance weather operations: collection, analysis, forecasting, tailored applications, dissemination, evaluation, and integration.

A staffing mix analysis was performed to identify the amount of overtime, if any, required for each section. This analysis identified all overtime hours by General Schedule and/or Federal Wage System Series Number. All identified overtime costs have been included in WinCompare as have holiday pay, Sunday premium pay, and night differential pay. No travel is required or anticipated and thus none was costed for Weather Services (BOW).

3.2.16.9 Utilization of Subcontracts. Weather Services (BOW) does not require the use of subcontracts to supplement its workforce.

3.2.16.10 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, Special Tools and Equipment). Government-furnished EAID identified in the PRD, for which maintenance responsibilities rest with the government pursuant to mandatory publication Keesler Air Force Base Instruction (KAFBI) 15-101 and subject to the documented limitations identified in KAFBI 15-101, are sufficient to meet the needs of Weather Services (BOW).

Government-furnished non-EAID identified in the PRD, which primarily consists of office furnishings and equipment, books and videos, appear to be sufficient to meet the needs of Weather Services (BOW). During the joint inventory, any unserviceable non-EAID excess to the immediate needs will be identified and turned in for disposition.

Government-furnished ADPE, which consists primarily of desktop computers/monitors, printers and a laptop appear to be sufficient to meet the needs of Weather Services (BOW). During the joint inventory, any unserviceable ADPE excess to the immediate needs will be identified and turned in for disposition.

There are no common hand tools or special tools and equipment identified as government-furnished for Weather Services (BOW) in the PRD and none are required.

3.2.16.11 Utilization of Vehicles. The PRD does not identify/provide government-furnished vehicles specifically for Weather Services (BOW), however, should transportation be required (e.g., briefings, etc.) the Chief, Weather Services (BOW) will arrange for use of a government-furnished vehicle through the MEO Director.

3.2.16.12 Utilization of Facilities. Rooms 109, 113, 114, and 116 in Building 0233, from which weather operations are currently provided, are identified as government-furnished facilities and will be utilized by Weather Services (BOW) to meet the requirements of the PRD. These facilities, with the exception of the site limitations identified in Keesler Air Force Base Instruction (KAFBI) 15-101, are adequate for their intended purpose and will require no modification. Further, as set forth in the PRD, the MEO is not responsible for facility manager duties in these facilities.

In addition to the primary facilities, the PRD requires operation from an alternate location to ensure surge, contingency, or mission essential operations are accomplished under any contingency. Though not identified as a government-furnished facility for this or any other purpose, Keesler Air Force Base Instruction (KAFBI) 15-101, a mandatory publication, identifies Building 6903 as the alternate observation and forecasting site from which Weather Services (BOW) will perform if evacuated.

3.2.16.13 Utilization of Technology. With the exception of the limitations documented in mandatory publication KAFBI 15-101, existing technology comprised of ADPE, meteorological equipment and sensors, and weather communication and product development systems is sufficient for Weather Service operations. The new Observing System 21st Century (OS-21) automated observing equipment, scheduled to be installed and operational prior to transition and assumption of MEO responsibilities, is expected to streamline and simplify the observation process but will not completely eliminate the "human" element. Weather Services (BOW) will acquire the following small purchases, currently in use by the existing organization but which were not provided as government-furnished, in order to better improve its services and access to information:

HURRTRAK RM/Pro 2003 software with an annual on-line subscription (PC Weather Products, Inc.)

SAND Metrological Display Software and GVARRX GOES Direct Readout Ingest Driver (Marta Systems, Inc.)

3.2.16.14 MEO Furnished Equipment, Materials, Supplies, and Vehicles. The MEO has accounted for and costed equipment, materials, and supplies which include, but are not limited to, administrative supplies, cable modems, and software.

3.2.16.15 Workload Analysis. The PRD depicts historical workload data for both day-to-day and surge requirements and Weather Services (BOW) has been adequately staffed to respond to both, on a 24/7 basis if necessary. The PRD identified several initiatives that could impact workload (i.e., airfield runway overlay and apron overhaul, upgrade/changes to WSR-88D Next Generation Weather Radar (NEXRAD), upgrade to New Tactical Forecast System/Advanced Meteorological Information System (NTFS/AMIS), and installation of OS-21) but did not attempt to quantify the impact, beyond the statement that the OS-21 installation "may have a significant effect upon the workload data." Training associated with the upgrade, change or installation of a weather system has already been accounted for as part of the OMB prescribed MAF applied to the minimum manpower equation used to determine Weather Services (BOW) staffing. Airfield construction operations, should they not be completed prior to transition, typically decrease the local and transient flying operations thereby decreasing the tempo within Weather Services (BOW), however, unless the PRD is modified, Weather Services (BOW) must still support the PRD requirements. Research indicates that the new OS-21 automated observing equipment, scheduled to be installed and operational prior to transition and assumption of Service Provider responsibilities, will streamline and simplify the observation process but won't relieve Weather Services (BOW) personnel from all observing responsibilities and that until OS-21 establishes an accurate track record, readings must be verified to ensure accuracy.